WorldatWork®
Total Rewards Association

50TH ANNUAL

SALARY BUDGET SURVEY 2023–2024

QUESTIONNAIRES

50

CONTENTS

U.S. QUESTIONNAIRE:

The deadline to submit this survey is June 2, 2023.

This document is provided as a tool to assist you with participation. However, the online questionnaire must be completed and submitted for you to receive the complimentary survey results. Please note that only the questions that apply to the U.S. are listed on this document.

You will not be able to go back after you complete each section of this online questionnaire. If you would like to review the items before completing this online questionnaire, you may download PDF versions of the questionnaire(s) at the following links:

- U.S.
- Canada
- India
- United Kingdom
- All other countries

Please note that, depending on your responses in this online questionnaire, you may not be asked to complete all items that appear in the PDFs.

For items asking you to enter a percent, please enter a numeric value with no more than one decimal place. Round if necessary and do not enter any symbols. For instance, 3, 3.0 and 3.5 would all be valid responses, but 3.25 and 3% are both invalid.

We **strongly suggest** that you complete this survey on a computer, not a mobile device.

You will be able to print your survey responses once you have submitted.

If you need assistance completing the questionnaire, please contact the Research Team at surveypanel@worldatwork.org.

Please click the NEXT button to begin the survey for all countries.

Of the countries below that your organization operates in, which would you like to report salary budget data for in this questionnaire? (Check all that apply.)

- ○ United States (U.S.)
- ○ Australia
- ○ Belgium
- ○ Brazil
- ○ Canada
- ○ China
- ○ France
- ○ Germany
- ○ India
- ○ Italy
- ○ Japan
- ○ Mexico
- ○ Netherlands
- ○ Russia
- ○ Singapore
- ○ Spain
- ○ Sweden
- ○ Switzerland
- ○ United Kingdom

QUESTIONNAIRE

We need your organization's name in order to resolve multiple submissions that we might receive from the same organization and to include your organization in the participant list. Please provide your company name and indicate whether we may include it in the participant list.

- ○ My organization's name is:
____
- ○ My organization does not permit us to be included in the participant list, but for data-cleaning purposes, its name is:
____

The sector that best describes my organization is:

- ○ For-profit, privately held
- ○ For-profit, publicly traded (stock ticker)
- ○ Not-for-profit or non-profit
- ○ Public sector (national, regional, state, provincial, municipal or tribal government)
- ○ Other (please describe) ____

Please choose one category that best describes the industry in which your current organization operates. For assistance, see U.S. Census NAICS Code Lookup

- ○ Agriculture *(includes forestry, fishing and hunting)*
- ○ Arts, entertainment & recreation
- ○ Childcare
- ○ Construction *(includes commercial, residential & civil engineering)*
- ○ Education *(K-12 and post-secondary, public & private & ed services)*
- ○ Extraction *(includes mining, quarrying, oil & gas)*
- ○ Finance & insurance - Monetary authorities - Central banks
- ○ Finance & insurance - Credit intermediation and related
- ○ Finance & insurance - Fund, trusts and other financial vehicles
- ○ Finance & insurance - Insurance carriers and related
- ○ Finance & insurance - Securities, commodity contracts and other financial investments
- ○ Government *(federal, state, local & tribal EXCEPT public schools and universities)*
- ○ Health care - Hospitals
- ○ Health care - All other
- ○ Holding companies
- ○ Hotels, restaurants & bars
- ○ Information - Web, software, data processing & hosting
- ○ Information - Publishing (not internet)
- ○ Information - Motion picture, sound recording & broadcasting
- ○ Information - Telecommunications
- ○ Maintenance, repair, laundry & personal services
- ○ Management of companies and enterprises
- ○ Manufacturing - chemicals
- ○ Manufacturing - computer & electronic products
- ○ Manufacturing - electrical equipment, appliance & components
- ○ Manufacturing - food, beverages & tobacco products
- ○ Manufacturing - machinery
- ○ Manufacturing - paper, printing & related support
- ○ Manufacturing - pharmaceutical & biotech products
- ○ Manufacturing - plastics & rubber products
- ○ Manufacturing - textiles, apparel, leather & allied products
- ○ Manufacturing - transportation equipment

- Manufacturing - wood, petroleum, furniture, non-metallic minerals and related
- Manufacturing - miscellaneous
- Mining, quarrying, oil & gas extraction
- Non-profit associations *(includes professional, civic & grantmaking)*
- Pharma and biotech R&D
- Professional services *(includes legal, accounting, tax, ad & consulting)*
- R&D *(science and engineering EXCEPT pharma)*
- Rental & real estate *(includes sales, mgmt & leasing of property and rental of equipment, cars, etc.)*
- Retail
- Senior care *(including services & residences)*
- Support services *(including administrative, travel, temp workers, security, janitorial)*
- Transportation - Air transport
- Transportation - All other
- Utilities and energy production
- Warehousing
- Waste management
- Wholesale
- Other

You selected "other" in the industry list. Please describe your organization's industry.

____

How many full-time equivalent (FTE) employees does your company employ worldwide? (Please report your worldwide headcount, even though the budget data you are reporting may only apply to a specific country or business unit.)

____

What was the total revenue (money generated by your company from sales of goods or services on a worldwide basis) for your organization at the end of 2022? (Please report in U.S. dollars.)

- Up to $10 million
- At least $10 million but less than $30 million
- At least $30 million but less than $100 million
- At least $100 million but less than $300 million
- At least $300 million but less than $600 million
- At least $600 million but less than $1 billion
- At least $1 billion but less than $3 billion
- At least $3 billion but less than $5 billion
- At least $5 billion but less than $8 billion
- At least $8 billion but less than $10 billion
- $10 billion or more

If you are reporting data for multiple countries, does the industry of operation vary by country?

- Yes
- No
- I am not reporting for multiple countries

Firmographics

Please answer these questions for your U.S. operations. If your organization operates in multiple industries within the U.S., or if pay practices differ across divisions, U.S. regions, business units or subsidiaries, please contact us at surveypanel@worldatwork.org *to get additional links allowing you to complete the survey multiple times for the U.S.*

The **U.S.** organizational unit that I am reporting data for in this questionnaire is:

- ○ Headquarters
- ○ Subsidiary/group/division
- ○ Regional headquarters
- ○ Plant/branch
- ○ Independent consultant
- ○ Consulting firm
- ○ Educational

If not headquarters, please describe the **U.S.** division, subsidiary, region, etc., for which you are reporting data in this questionnaire. (e.g., Southern region, manufacturing division)

____

For which **U.S.** location(s) are you reporting data in this questionnaire?

(Locations are grouped by region in the pull-down list below. If you do not wish to select a state, you may choose the first option within a region, which is "region, state unspecified." You must select at least one city, state or region to continue this survey.)

Eastern U.S., state unspecified	Southern U.S., state unspecified
Connecticut	Alabama
Delaware	Arkansas
Maine	Florida - Miami
Maryland - Baltimore	Florida - Tampa
Maryland - All other locales	Florida - All other locales
Massachusetts - Boston	Georgia - Atlanta
Massachusetts - All other locales	Georgia - All other locales
New Hampshire	Louisiana
New Jersey	Mississippi
New York - New York City	North Carolina
New York - All other locales	Oklahoma
Pennsylvania - Philadelphia	South Carolina
Pennsylvania - Pittsburgh	Tennessee
Pennsylvania - All other locales	Texas - Austin
Rhode Island	Texas - Dallas
Vermont	Texas - Houston
Virginia	Texas - All other locales
Washington, D.C.	Western U.S., state unspecified
West Virginia	Alaska
Central U.S., state unspecified	Arizona - Phoenix
Illinois - Chicago	Arizona - All other locales
Illinois - All other locales	California - Los Angeles
Indiana	California - San Diego
Iowa	California - San Francisco
Kansas	California - San Jose
Kentucky	California - All other locales
Michigan - Detroit	Colorado - Denver
Michigan - All other locales	Colorado - All other locales
Minnesota - Minneapolis	Hawaii
Minnesota - All other locales	Idaho
Missouri - St. Louis	Montana
Missouri - All other locales	Nevada
Nebraska	New Mexico
North Dakota	Oregon - Portland
Ohio - Cincinnati	Oregon - All other locales
Ohio - Cleveland	Utah
Ohio - All other locales	Washington - Seattle
South Dakota	Washington - All other locales
Wisconsin	Wyoming

How many employees **in the U.S.** in each category are you reporting data for in this questionnaire?

If your organization does not have an employee category or you are not reporting data for a given category, please enter zero for number of employees.

Nonexempt hourly nonunion ________
Nonexempt salaried ________
Exempt salaried ________
Officers/executives ________
Total __________

Please complete the table below for U.S. operations. Please enter a whole number; do not include symbols or text

	How many months between base pay increases THIS year (in 2023)?	How many months are projected between base pay increases NEXT year (in 2024)?
Nonexempt hourly nonunion		
Nonexempt salaried		
Exempt salaried		
Officers/executives		

In the past 12 months, has your organization implemented an additional or off-cycle base pay increase in the U.S.?

	Yes	No, and we didn't consider it	No, but we considered it before deciding not to
Nonexempt hourly nonunion	○	○	○
Nonexempt salaried	○	○	○
Exempt salaried	○	○	○
Officers/executives	○	○	○

What is your organization's actual budget for base pay increases **in the U.S.** THIS year (**2023**)?

Please report as a percentage of base pay.

Note: Fill in "0" (zero) only if there is no increase budgeted where one typically is budgeted. If a particular type of increase program is not used/applicable in your organization, please leave the field blank.

Please enter a numeric value; do not include symbols or text.

2023	General increase/COLA	Merit increase	Other increase
Nonexempt hourly nonunion			
Nonexempt salaried			
Exempt salaried			
Officers/executives			

You included an "Other increase" in your **U.S.** base pay compensation budget for THIS year (**2023**). What is the nature of this increase? (Check all that apply.)

- Accelerated increase cycle to move employee closer to midpoint (salary progression)
- Adjustment related to state or local minimum wage increase
- Compression
- Internal equity
- Market adjustment/competitive adjustment
- Retention/critical skill adjustment
- Salary range adjustment
- Skill-based pay increase
- Step rate
- Other increase, please describe____

What is your organization's projected **2024** budget for base pay increases **in the U.S.**? <u>Please report as a percentage of base pay.</u>
Note: Fill in "0" (zero) ***only*** *if there is no increase budgeted where one is typically budgeted. If a particular type of increase program is not used/applicable in your organization, please leave the field blank.* Please enter a numeric value; do not include symbols or text.

2024	General increase/COLA	Merit increase	Other increase
Nonexempt hourly nonunion			
Nonexempt salaried			
Exempt salaried			
Officers/executives			

You included an "Other increase" in your U.S. base pay compensation budget for NEXT year (2024). What is the nature of this increase? (Check all that apply.)

- Accelerated increase cycle to move employee closer to midpoint (salary progression)
- Adjustment related to state or local minimum wage increase
- Compression
- Internal equity
- Market adjustment/competitive adjustment
- Retention/critical skill adjustment
- Salary range adjustment
- Skill-based pay increase
- Step rate
- Other increase, please describe____

Please indicate your organization's level of certainty of the projected 2024 budget for base pay increases you reported in the U.S.

- Not at all certain
- Slightly certain
- Moderately certain
- Very certain
- Extremely certain

How does the percentage of employees who will be receiving a base salary increase in the U.S. THIS year (2023) compare to the percentage of U.S. employees who received one LAST year (2022)

	2023 percentage is larger than 2022	2023 percentage is similar to 2022	2023 percentage is smaller than 2022
Nonexempt hourly nonunion			
Nonexempt salaried			
Exempt salaried			
Officers/executives			

Please complete the following table based only on those employees eligible for a merit increase **in the U.S.**

Note: Total must add up to 100% for each year. Please enter a numeric value; do not include symbols or text.

	High Performance (exceeds expectations)	Middle Performance (generally meets expectations)	Low Performance (does not meet expectations)	Total
What percentage of your workforce was rated in this performance category LAST year **(2022)**?				100
What percentage of your workforce is estimated to be rated in this performance category THIS year **(2023)**?				100

Please complete the following table based only on those employees eligible for a merit increase **in the U.S.** Please enter a numeric value; do not include symbols or text.

	High Performance (exceeds expectations)	Middle Performance (generally meets expectations)	Low Performance (does not meet expectations)
Average **merit increase awarded** for this performance category LAST year **(2022)**?			
Estimated average **merit increase to be awarded** for this performance category THIS year **(2023)**?			

LAYOFFS/RIFS

Has your organization conducted or planned layoffs or RIFs to occur in **2023**?

- ○ Yes, we've already conducted layoffs/RIFs.
- ○ Yes, we have layoffs/RIFs planned prior to the end of the year.
- ○ We don't have layoffs/RIFs planned, but they could occur before the end of the year.
- ○ No we won't have layoffs/RIFs in 2023.

Does your organization anticipate layoffs/RIFs during **2024**?

- ○ We will have layoffs/RIFs in 2024.
- ○ We've planned layoffs/RIFs in 2024 but will cancel them if conditions improve.
- ○ We're putting together contingency plans for layoffs/RIFs planned, but probably won't use them.
- ○ We do not anticipate layoffs in 2024.

Display This Question if conducted/planned 2023 RIF:

How did layoffs/RIFs occurring or planned in **2023** impact your **2023** salary increase budget?

- ○ Layoffs/RIFs had no impact on the size of our salary increase budget.
- ○ Layoffs/RIFs raised our salary increase budget.
- ○ Layoffs/RIFs lowered our salary increase budget.

Display This Question if expected/planned 2024 RIF:

How will layoffs/RIFs you anticipate in **2024** impact your **2024** salary increase budget?

- ○ Layoffs/RIFs will have no impact on the size of our salary increase budget.
- ○ Layoffs/RIFs will raise our salary increase budget.
- ○ Layoffs/RIFs will lower our salary increase budget.

COMPENSATION STRATEGY

Where does your organization approximately target its base pay levels for **U.S.** workers in comparison to the market?

	10th percentile	25th percentile	50th percentile (median)	60th percentile	75th percentile	90th percentile	Other percentile	No formal compensation strategy
Nonexempt hourly nonunion	○	○	○	○	○	○	○	○
Nonexempt salaried	○	○	○	○	○	○	○	○
Exempt salaried	○	○	○	○	○	○	○	○
Officers/executives	○	○	○	○	○	○	○	○

Display This Question if "Other Percentile" selected

In the last question, you said that your organization targets the market **in the U.S.** at a percentile different than provided options. What is your organization's target?

____

In the past 12 months, has your organization changed where it targets its base pay levels **in the U.S.**?

	Increased	Stayed about the same	Decreased
Nonexempt hourly nonunion	○	○	○
Nonexempt salaried	○	○	○
Exempt salaried	○	○	○
Officers/executives	○	○	○

PAY EQUITY

What is the impact of pay adjustments to remediate pay equity issues on your reported **U.S.** salary budget for THIS year **(2023)**?

- ○ We budgeted an additional amount for these equity adjustments as part of our salary budget but separate from other pay increase budgets.
- ○ We budgeted an additional amount for these equity adjustments as part of our "merit" budget.
- ○ We budgeted an additional amount for these equity adjustments as part of our "general increase/COLA" budget.
- ○ We budgeted an additional amount for these equity adjustments as part of our "other increase" budget.
- ○ We expect to make adjustments to remediate pay equity issues in 2023, but we did not budget for them.
- ○ Our organization is not anticipating pay adjustments to remediate pay equity issues in 2023.

You said that your organization did not budget for pay adjustments to remediate pay equity issues **in the U.S.** How will they be paid for/funded? (Check all that apply.)

- ○ Out of the merit budget, even though the merit budget is not inflated to cover these equity adjustments.
- ○ Out of the general increase/COLA budget, even though the general increase/COLA budget is not inflated to cover these equity adjustments.
- ○ Out of the other increase budget, even though the other increase budget is not inflated to cover these equity adjustments.
- ○ With savings (e.g., savings realized from vacant positions, hiring at a lower rate than the previous incumbent, downsizing).
- ○ Other, please describe ____

What is the impact of pay adjustments to remediate pay equity issues on your projected U.S. salary budget for NEXT year (2024)?

- We plan to budget an additional amount for these equity adjustments as part of our salary budget but separate from other pay increase budgets.
- We plan to budget an additional amount for these equity adjustments as part of our merit budget.
- We plan to budget an additional amount for these equity adjustments as part of our general increase/COLA budget.
- We plan to budget an additional amount for these equity adjustments as part of our other increase budget.
- We expect to make adjustments to remediate pay equity issues in 2024, but we did not budget for them.
- Our organization is not anticipating pay adjustments to remediate pay equity issues in 2024.

You said that your organization did not plan to budget in 2024 for pay adjustments to remediate pay equity issues ${lm://Field/3}. How will they be paid for/funded? (Check all that apply.)

- Out of the merit budget, even though the merit budget is not inflated to cover these equity adjustments.
- Out of the general increase/COLA budget, even though the general increase/COLA budget is not inflated to cover these equity adjustments.
- Out of the other increase budget, even though the other increase budget is not inflated to cover these equity adjustments.
- With savings (e.g., savings realized from vacant positions, hiring at a lower rate than the previous incumbent, downsizing).
- Other, please describe ____

COMPENSATION/SALARY STRUCTURES

If your organization uses a formal compensation structure (aka salary structure), please complete the table below. Note: Fill in “0” (zero) only if there is no increase planned where one typically is given.

Please enter a numeric value; do not include symbols or text.

	Actual 2023 Percent Increase	Projected 2024 Percent Increase
Nonexempt hourly nonunion		
Nonexempt salaried		
Exempt salaried		
Officers/executives		

Please indicate your organization's level of certainty of the *projected* U.S. 2024 percentage increase for compensation/salary structure(s) you reported in the previous question.

- ○ Not at all certain
- ○ Slightly certain
- ○ Moderately certain
- ○ Very certain
- ○ Extremely certain

If no 2023 compensation/salary structure increase was made **in the U.S.**, how many months has it been since the last structure increase? Please enter a numeric value; do not include symbols or text.

	Months since structure increase
Nonexempt hourly nonunion	
Nonexempt salaried	
Exempt salaried	
Officers/executives	

LUMP SUM AWARDS

Does your organization give lump-sum awards to these groups of employees **in the U.S.**?

	Yes	No
Nonexempt hourly nonunion	○	○
Nonexempt salaried	○	○
Exempt salaried	○	○
Officers/executives	○	○

What percentage of U.S. employees received a lump-sum award in 2022 (LAST year)?

Please enter a numeric value between 0 and 100; do not include symbols or text and do not leave boxes blank.

	% receiving lump-sum in 2022
Nonexempt hourly nonunion	
Nonexempt salaried	
Exempt salaried	
Officers/executives	

Does the percentage of U.S. employees you anticipate receiving a lump-sum award THIS year (2023) represent a larger, similar or smaller percentage of employees compared to LAST year (2022)?

	Percentage is anticipated to be larger than 2022	Percentage is anticipated to be similar to 2022	Percentage is anticipated to be smaller than 2022
Nonexempt hourly nonunion	○	○	
Nonexempt salaried	○	○	
Exempt salaried	○	○	
Officers/executives	○	○	

Display This Question if larger or smaller:
Why do you anticipate this change in the percentage of U.S. employees receiving lump-sum awards? (open-ended)

Variable Pay

For purposes of this survey, variable pay is defined as short-term cash awards that are contingent upon performance, discretion or results achieved. Variable pay types include:

- Profit-sharing
- Performance sharing (e.g., gain-sharing or goal-sharing)
- Individual incentives
- Bonuses

The following pay types should not be included:

- Sales commission plans
- Long-term incentives, such as stock plans or multiyear cash performance plans
- Noncash-based awards such as merchandise, trips, plaques or trophies
- Plans that require cash awards to be placed in accounts that are not readily accessible to employees (e.g., 401(k) accounts, pension plans, deferred compensation plans)
- Cash awards for recognition

Does your organization currently use variable pay as defined above in the U.S.?

○ Yes
○ No

Display This Question if Uses variable pay:

Which of the following variable pay plan types does your organization use **in the U.S.**? (Check all that apply.)

- Organization-wide awards based solely on the success of the entire organization (e.g., cash profit-sharing)
- Unit/strategic business unit awards based solely on the success of the unit/strategic business unit (e.g., department incentive programs, manufacturing goal sharing, call-center incentives)
- Individual incentive awards based on employees' performance in designated jobs (other than sales)
- Combination awards based on **both** organization-wide/unit/strategic business unit success and individual performance

Display This Question if Uses variable pay:

LAST year (the **2022** plan year), which **U.S.** employee categories were eligible for variable pay? (Check all that apply.)

- Nonexempt hourly nonunion
- Nonexempt salaried
- Exempt salaried
- Officers/executives

Display This Question if Uses variable pay:

LAST year (the **2022** plan year), what percent of **U.S.** employees were eligible for variable pay and what percentage of eligible employees were actually paid variable pay?

Please enter a numeric value between 0 and 100; do not include symbols or text and do not leave boxes blank.

	Percentage of employees eligible for variable pay for **2022**	Percentage of eligible employees actually paid variable pay for **2022**
Nonexempt hourly nonunion		
Nonexempt salaried		
Exempt salaried		
Officers/executives		

Display This Question if Uses variable pay:

For which **U.S.** employee categories does your organization have a formal budget process for variable pay? (Check all that apply.)

- Nonexempt hourly nonunion
- Nonexempt salaried
- Exempt salaried
- Officers/executives

Display This Question if Uses variable pay:

Please indicate the average percentage of base pay BUDGETED for variable pay in each employee category **in the U.S.**

Fill in "0" (zero) ***only*** *if your organization typically budgets for variable pay for that employee group, but has not budgeted or will not budget for the program in the respective plan year.*

Please report as an actual percentage of base pay; we are not looking for "target" percent. For example, if your organization budgeted 8% of base pay for variable pay for your nonexempt employees, you would have budgeted $3,200 in variable pay for an employee making $40,000 per year. The average range for Nonexempt hourly nonunion and Nonexempt salaried is around 3% - 10%. Please enter a numeric value; do not include symbols or text.

	Average % BUDGETED for variable pay LAST year (**2022** plan year)	Average % BUDGETED for variable pay THIS year (**2023** plan year)	Projected average % to be BUDGETED for variable pay NEXT year (**2024** plan year)
Nonexempt hourly nonunion	○	○	
Nonexempt salaried	○	○	
Exempt salaried	○	○	
Officers/executives	○	○	

Display This Question if Uses variable pay:

Please indicate the average percentage of base pay your variable pay plans ACTUALLY PAID in each employee category **in the U.S.**

Fill in "0" (zero) ***only*** *if your organization typically budgets for variable pay for that employee group but has not budgeted or will not budget for the program in the respective plan year.*

Please report as an actual percentage of base pay; we are not looking for "target" percent. For example, if your organization paid out 8% of base pay for variable pay for your nonexempt employees, an employee making $40,000 per year was paid $3,200 in variable pay.

The average range for Nonexempt hourly nonunion and Nonexempt salaried is around 3% - 10%. Please enter a numeric value; do not include symbols or text.

	Average % PAID in variable pay LAST year (**2022** plan year)	Projected % PAID to be paid in variable pay THIS year (**2023** plan year)
Nonexempt hourly nonunion	○	○
Nonexempt salaried	○	○
Exempt salaried	○	○
Officers/executives	○	○

Display This Question if Uses variable pay:

What impact does your variable pay program have on **base salary** budget recommendations **in the U.S.**?

	No impact	Some impact	Significant impact
Nonexempt hourly nonunion	○	○	
Nonexempt salaried	○	○	
Exempt salaried	○	○	
Officers/executives	○	○	

PROMOTIONAL INCREASES

What is the impact of promotional increases on your organization's **U.S.** salary budget?

- ○ We budget an additional amount for promotional increases as part of our budget but separate from other pay increase budgets.
- ○ We budget an additional amount for promotional increases as part of our merit budget.
- ○ We budget an additional amount for promotional increases as part of our general increase/COLA budget.
- ○ We budget an additional amount for promotional increases as part of our other increase budget.
- ○ We do not budget for promotional increases.

Display This Question if promo increases not budgeted:

How If your organization does not budget for promotional increases **in the U.S.**, how are they paid for/funded? (Check all that apply.)

- ○ Out of the merit budget, even though the merit budget is not inflated to cover promotional increases.
- ○ Out of the general increase/COLA budget, even though the general increase/COLA budget is not inflated to cover promotional increases.
- ○ Out of the other increase budget, even though the other increase budget is not inflated to cover promotional increases.
- ○ With savings (e.g., savings realized from vacant positions, hiring at a lower rate than the previous incumbent, downsizing).
- ○ Other, please describe ____

How much does your organization plan to spend on promotional increases as a percentage of total base salaries THIS year (in **2023**) **in the U.S.**?

Please enter a numeric value and limit your answer to one decimal; do not include symbols or text. (For instance, 3 or 3.4 are both valid responses.)

____

How do your organization's planned **U.S.** promotional increases for THIS year (**2023**) (the answer to previous question) compare with what was spent LAST year (in **2022**) and what is projected to be spent NEXT year (in **2024**)?

	More than	Similar to	Less than
Planned spending on promotional increases in **2023** is … 2022	○	○	○
Estimated spending on promotional increases in **2024** will be … 2023	○	○	○

LAST year (in **2022**), what percentage of the total **U.S.** employee population **received a promotional increase?**

Please enter a numeric value; do not include symbols or text. If no employees received a promotional increase, enter 0.

____

LAST year (in **2022**), what was the **average promotional increase** as a percentage of the promoted employee's base salary prior to promotion **in the U.S.**? Please enter a numeric value; do not include symbols or text.

____

As a survey participant, you will receive a digital copy of the 2023-2024 Executive Report & Analysis and 18 months of access to the 2023-2024 data in the Online Reporting Tool that will allow you to customize your survey results.

Please provide the name and contact information of the person completing this survey. You must be a WorldatWork member to participate in the *WorldatWork 2023-2024 Salary Budget Survey*. (If you are completing this survey on behalf of a member, please note that the survey results will be sent directly to the member's email address on file.)

Name: ____

Company: ____

Email: ____

By submitting this survey form, I understand that if mandatory (*) sections of the survey are not completed correctly, I will not be eligible as a participant to receive a complimentary copy of the survey report.

- ○ I understand and agree to the statement above.

CANADA QUESTIONNAIRE:

The deadline to submit this survey is June 2, 2023.

This document is provided as a tool to assist you with participation. However, the online questionnaire must be completed and submitted for you to receive the complimentary survey results. Please note that only the questions that apply to Canada are listed on this document.

You will not be able to go back after you complete each section of this online questionnaire. If you would like to review the items before completing this online questionnaire, you may download PDF versions of the questionnaire(s) at the following links:

- U.S.
- Canada
- India
- United Kingdom
- All other countries

Please note that, depending on your responses in this online questionnaire, you may not be asked to complete all items that appear in the PDFs.

For items asking you to enter a percent, please enter a numeric value with no more than one decimal place. Round if necessary and do not enter any symbols. For instance, 3, 3.0 and 3.5 would all be valid responses, but 3.25 and 3% are both invalid.

We **strongly suggest** that you complete this survey on a computer, not a mobile device.

You will be able to print your survey responses once you have submitted.

If you need assistance completing the questionnaire, please contact the Research Team at surveypanel@worldatwork.org.

Please click the NEXT button to begin the survey for all countries.

Of the countries below that your organization operates in, which would you like to report salary budget data for in this questionnaire? (Check all that apply.)

- United States (U.S.)
- Australia
- Belgium
- Brazil
- Canada
- China
- France
- Germany
- India
- Italy
- Japan
- Mexico
- Netherlands
- Russia
- Singapore
- Spain
- Sweden
- Switzerland
- United Kingdom

We need your organization's name in order to resolve multiple submissions that we might receive from the same organization and to include your organization in the participant list. Please provide your company name and indicate whether we may include it in the participant list.

- ○ My organization's name is: ______________________________
- ○ My organization does not permit us to be included in the participant list, but for data-cleaning purposes, its name is: ______________________________

The sector that best describes my organization is:

- ○ For-profit, privately held
- ○ For-profit, publicly traded (stock ticker)
- ○ Not-for-profit or non-profit
- ○ Public sector (national, regional, state, provincial, municipal or tribal government)
- ○ Other (please describe) ______________________________

Please choose one category that best describes the industry in which your current organization operates. For assistance, see U.S. Census NAICS Code Lookup

- ○ Agriculture *(includes forestry, fishing and hunting)*
- ○ Arts, entertainment & recreation
- ○ Childcare
- ○ Construction *(includes commercial, residential & civil engineering)*
- ○ Education *(K-12 and post-secondary, public & private & ed services)*
- ○ Extraction *(includes mining, quarrying, oil & gas)*
- ○ Finance & insurance - Monetary authorities - Central banks
- ○ Finance & insurance - Credit intermediation and related
- ○ Finance & insurance - Fund, trusts and other financial vehicles
- ○ Finance & insurance - Insurance carriers and related
- ○ Finance & insurance - Securities, commodity contracts and other financial investments
- ○ Government *(federal, state, local & tribal EXCEPT public schools and universities)*
- ○ Health care - Hospitals
- ○ Health care - All other
- ○ Holding companies
- ○ Hotels, restaurants & bars
- ○ Information - Web, software, data processing & hosting
- ○ Information - Publishing (not internet)
- ○ Information - Motion picture, sound recording & broadcasting
- ○ Information - Telecommunications
- ○ Maintenance, repair, laundry & personal services
- ○ Management of companies and enterprises
- ○ Manufacturing - chemicals
- ○ Manufacturing - computer & electronic products
- ○ Manufacturing - electrical equipment, appliance & components
- ○ Manufacturing - food, beverages & tobacco products
- ○ Manufacturing - machinery
- ○ Manufacturing - paper, printing & related support
- ○ Manufacturing - pharmaceutical & biotech products
- ○ Manufacturing - plastics & rubber products
- ○ Manufacturing - textiles, apparel, leather & allied products
- ○ Manufacturing - transportation equipment
- ○ Manufacturing - wood, petroleum, furniture, non-metallic minerals and related
- ○ Manufacturing - miscellaneous
- ○ Mining, quarrying, oil & gas extraction
- ○ Non-profit associations *(includes professional, civic & grantmaking)*

- Pharma and biotech R&D
- Professional services *(includes legal, accounting, tax, ad & consulting)*
- R&D *(science and engineering EXCEPT pharma)*
- Rental & real estate *(includes sales, mgmt & leasing of property and rental of equipment, cars, etc.)*
- Retail
- Senior care *(including services & residences)*
- Support services *(including administrative, travel, temp workers, security, janitorial)*
- Transportation - Air transport
- Transportation - All other
- Utilities and energy production
- Warehousing
- Waste management
- Wholesale
- Other

You selected "other" in the industry list. Please describe your organization's industry.

____

How many full-time equivalent (FTE) employees does your company employ worldwide? (Please report your worldwide headcount, even though the budget data you are reporting may only apply to a specific country or business unit.)

____

What was the total revenue (money generated by your company from sales of goods or services on a worldwide basis) for your organization at the end of 2022? (Please report in U.S. dollars.)

- Up to $10 million
- At least $10 million but less than $30 million
- At least $30 million but less than $100 million
- At least $100 million but less than $300 million
- At least $300 million but less than $600 million
- At least $600 million but less than $1 billion
- At least $1 billion but less than $3 billion
- At least $3 billion but less than $5 billion
- At least $5 billion but less than $8 billion
- At least $8 billion but less than $10 billion
- $10 billion or more

If you are reporting data for multiple countries, does the industry of operation vary by country?

- Yes
- No
- I am not reporting for multiple countries

Firmographics

Please answer these questions for your Canadian operations. If your organization operates in multiple industries within Canada, or if pay practices differ across divisions, Canadian regions, business units or subsidiaries, please contact us at surveypanel@worldatwork.org *to get additional links allowing you to complete the survey multiple times for Canada*

The **Canadian** organizational unit that I am reporting data for in this questionnaire is:

- Headquarters
- Subsidiary/group/division
- Regional headquarters
- Plant/branch
- Independent consultant
- Consulting firm
- Educational

If not headquarters, please describe **Canadian** division, subsidiary, region, etc., for which you are reporting data in this questionnaire. (e.g., Southern region, manufacturing division)

____

For which **Canadian** location(s) are you reporting data in this questionnaire?

You must select at least one province or city to continue this survey. To make multiple selections, hold down the control key (windows) or command key (mac) while you make your selections.

Alberta - Calgary
Alberta - Edmonton
Alberta - All other locales
British Columbia - Vancouver
British Columbia - All other locales
Manitoba - Winnipeg
Manitoba - All other locales
New Brunswick
Newfoundland
Northwest Territories
Nova Scotia
Nunavut
Ontario - Hamilton
Ontario - Ottawa
Ontario - Toronto
Ontario - All other locales
Prince Edward Island
Quebec - Montreal
Quebec - Quebec
Quebec - All other locales
Saskatchewan
Yukon

How many employees **in Canada** in each category are you reporting data for in this questionnaire?

If your organization does not have an employee category or you are not reporting data for a given category, please enter zero for number of employees.

Non-management hourly nonunion________
Non-management salaried ________
Management salaried ________
Officers/executives ________
Total __________

Please complete the table below for **Canadian** operations. Please enter a whole number; do not include symbols or text

	How many months between base pay increases THIS year (in **2023**)?	How many months are projected between base pay increases NEXT year (in **2024**)?
Non-management hourly nonunion		
Non-management salaried		
Management salaried		
Officers/executives		

In the past 12 months, has your organization implemented an additional or off-cycle base pay increase **in Canada?**

	Yes	No, and we didn't consider it	No, but we considered it before deciding not to
Non-management hourly nonunion	○	○	○
Non-management salaried	○	○	○
Management salaried	○	○	○
Officers/executives	○	○	○

What is your organization's actual budget for base pay increases **in Canada** THIS year (**2023**)?

Please report as a percentage of base pay.

Note: Fill in "0" (zero) only if there is no increase budgeted where one typically is budgeted. If a particular type of increase program is not used/applicable in your organization, please leave the field blank.

Please enter a numeric value; do not include symbols or text.

2023	General increase/COLA	Merit increase	Other increase
Non-management hourly nonunion			
Non-management salaried			
Management salaried			
Officers/executives			

You included an "Other increase" in your **Canadian** base pay compensation budget for THIS year (**2023**). What is the nature of this increase? (Check all that apply.)

- Accelerated increase cycle to move employee closer to midpoint (salary progression)
- Adjustment related to state or local minimum wage increase
- Compression
- Internal equity
- Market adjustment/competitive adjustment
- Retention/critical skill adjustment
- Salary range adjustment
- Skill-based pay increase
- Step rate
- Other increase, please describe____

What is your organization's projected **2024** budget for base pay increases **in Canada**? Please report as a percentage of base pay.

*Note: Fill in "0" (zero) **only** if there is no increase budgeted where one is typically budgeted. If a particular type of increase program is not used/applicable in your organization, please leave the field blank.* Please enter a numeric value; do not include symbols or text.

2024	General increase/COLA	Merit increase	Other increase
Non-management hourly nonunion			
Non-management salaried			
Management salaried			
Officers/executives			

You included an "Other increase" in your **Canadian** base pay compensation budget for NEXT year (**2024**). What is the nature of this increase? (Check all that apply.)

- Accelerated increase cycle to move employee closer to midpoint (salary progression)
- Adjustment related to state or local minimum wage increase
- Compression
- Internal equity
- Market adjustment/competitive adjustment
- Retention/critical skill adjustment
- Salary range adjustment
- Skill-based pay increase
- Step rate
- Other increase, please describe____

Please indicate your organization's level of certainty of the projected **2024** budget for base pay increases you reported **in Canada**

- Not at all certain
- Slightly certain
- Moderately certain
- Very certain
- Extremely certain

How does the percentage of employees who will be receiving a base salary increase **in Canada** THIS year (**2023**) compare to the percentage of **Canadian** employees who received one LAST year (**2022**)

	2023 percentage is larger than 2022	2023 percentage is similar to 2022	2023 percentage is smaller than 2022
Non-management hourly nonunion			
Non-management salaried			
Management salaried			
Officers/executives			

Please complete the following table based only on those employees eligible for a merit increase **in Canada**

Note: Total must add up to 100% for each year. Please enter a numeric value; do not include symbols or text.

	High Performance (exceeds expectations)	Middle Performance (generally meets expectations)	Low Performance (does not meet expectations)	Total
What percentage of your workforce was rated in this performance category LAST year **(2022)**?				100
What percentage of your workforce is estimated to be rated in this performance category THIS year **(2023)**?				100

Please complete the following table based only on those employees eligible for a merit increase **in Canada** Please enter a numeric value; do not include symbols or text.

	High Performance (exceeds expectations)	Middle Performance (generally meets expectations)	Low Performance (does not meet expectations)
Average **merit increase awarded** for this performance category LAST year **(2022)**?			
Estimated average **merit increase to be awarded** for this performance category THIS year **(2023)**?			

LAYOFFS/RIFS

Has your organization conducted or planned layoffs or RIFs to occur in **2023**?
- ○ Yes, we've already conducted layoffs/RIFs.
- ○ Yes, we have layoffs/RIFs planned prior to the end of the year.
- ○ We don't have layoffs/RIFs planned, but they could occur before the end of the year.
- ○ No we won't have layoffs/RIFs in 2023.

Does your organization anticipate layoffs/RIFs during **2024**?
- ○ We will have layoffs/RIFs in 2024.
- ○ We've planned layoffs/RIFs in 2024 but will cancel them if conditions improve.
- ○ We're putting together contingency plans for layoffs/RIFs planned, but probably won't use them.
- ○ We do not anticipate layoffs in 2024.

Display This Question if conducted/planned 2023 RIF:

How did layoffs/RIFs occurring or planned in **2023** impact your **2023** salary increase budget?
- ○ Layoffs/RIFs had no impact on the size of our salary increase budget.
- ○ Layoffs/RIFs raised our salary increase budget.
- ○ Layoffs/RIFs lowered our salary increase budget.

Display This Question if expected/planned 2024 RIF:

How will layoffs/RIFs you anticipate in **2024** impact your **2024** salary increase budget?
- ○ Layoffs/RIFs will have no impact on the size of our salary increase budget.
- ○ Layoffs/RIFs will raise our salary increase budget.
- ○ Layoffs/RIFs will lower our salary increase budget.

COMPENSATION STRATEGY

Where does your organization approximately target its base pay levels for **Canadian** workers in comparison to the market?

	10th percentile	25th percentile	50th percentile (median)	60th percentile	75th percentile	90th percentile	Other percentile	No formal compensation strategy
Non-management hourly nonunion	○	○	○	○	○	○	○	○
Non-management salaried	○	○	○	○	○	○	○	○
Management salaried	○	○	○	○	○	○	○	○
Officers/executives	○	○	○	○	○	○	○	○

Display This Question if "Other Percentile" selected

In the last question, you said that your organization targets the market **in Canada** at a percentile different than provided options. What is your organization's target?

____

In the past 12 months, has your organization changed where it targets its base pay levels **in Canada**?

	Increased	Stayed about the same	Decreased
Non-management hourly nonunion	○	○	○
Non-management salaried	○	○	○
Management salaried	○	○	○
Officers/executives	○	○	○

PAY EQUITY

What is the impact of pay adjustments to remediate pay equity issues on your reported **Canadian** salary budget for THIS year **(2023)**?

- ○ We budgeted an additional amount for these equity adjustments as part of our salary budget but separate from other pay increase budgets.
- ○ We budgeted an additional amount for these equity adjustments as part of our "merit" budget.
- ○ We budgeted an additional amount for these equity adjustments as part of our "general increase/COLA" budget.
- ○ We budgeted an additional amount for these equity adjustments as part of our "other increase" budget.
- ○ We expect to make adjustments to remediate pay equity issues in 2023, but we did not budget for them.
- ○ Our organization is not anticipating pay adjustments to remediate pay equity issues in 2023.

You said that your organization did not budget for pay adjustments to remediate pay equity issues **in Canada** How will they be paid for/funded? (Check all that apply.)

- ○ Out of the merit budget, even though the merit budget is not inflated to cover these equity adjustments.
- ○ Out of the general increase/COLA budget, even though the general increase/COLA budget is not inflated to cover these equity adjustments.
- ○ Out of the other increase budget, even though the other increase budget is not inflated to cover these equity adjustments.
- ○ With savings (e.g., savings realized from vacant positions, hiring at a lower rate than the previous incumbent, downsizing).
- ○ Other, please describe ____

What is the impact of pay adjustments to remediate pay equity issues on your projected Canadian salary budget for NEXT year (2024)?

- ○ We plan to budget an additional amount for these equity adjustments as part of our salary budget but separate from other pay increase budgets.
- ○ We plan to budget an additional amount for these equity adjustments as part of our merit budget.
- ○ We plan to budget an additional amount for these equity adjustments as part of our general increase/COLA budget.
- ○ We plan to budget an additional amount for these equity adjustments as part of our other increase budget.
- ○ We expect to make adjustments to remediate pay equity issues in 2024, but we did not budget for them.
- ○ Our organization is not anticipating pay adjustments to remediate pay equity issues in 2024.

You said that your organization did not plan to budget in 2024 for pay adjustments to remediate pay equity issues in Canada. How will they be paid for/funded? (Check all that apply.)

- ○ Out of the merit budget, even though the merit budget is not inflated to cover these equity adjustments.
- ○ Out of the general increase/COLA budget, even though the general increase/COLA budget is not inflated to cover these equity adjustments.
- ○ Out of the other increase budget, even though the other increase budget is not inflated to cover these equity adjustments.
- ○ With savings (e.g., savings realized from vacant positions, hiring at a lower rate than the previous incumbent, downsizing).
- ○ Other, please describe ____

COMPENSATION/SALARY STRUCTURES

If your organization uses a formal compensation structure (aka salary structure), please complete the table below. Note: Fill in “0” (zero) only if there is no increase planned where one typically is given.

Please enter a numeric value; do not include symbols or text.

	Actual 2023 Percent Increase	Projected 2024 Percent Increase
Non-management hourly nonunion		
Non-management salaried		
Management salaried		
Officers/executives		

Please indicate your organization's level of certainty of the *projected* Canadian 2024 percentage increase for compensation/salary structure(s) you reported in the previous question.

- ○ Not at all certain
- ○ Slightly certain
- ○ Moderately certain
- ○ Very certain
- ○ Extremely certain

If no 2023 compensation/salary structure increase was made in Canada, how many months has it been since the last structure increase? Please enter a numeric value; do not include symbols or text.

	Months since structure increase
Non-management hourly nonunion	
Non-management salaried	
Management salaried	
Officers/executives	

LUMP SUM AWARDS

Does your organization give lump-sum awards to these groups of employees in Canada?

	Yes	No
Non-management hourly nonunion	○	○
Non-management salaried	○	○
Management salaried	○	○
Officers/executives	○	○

What percentage of Canadian employees received a lump-sum award in 2022 (LAST year)?

Please enter a numeric value between 0 and 100; do not include symbols or text and do not leave boxes blank.

	% receiving lump-sum in 2022
Non-management hourly nonunion	
Non-management salaried	
Management salaried	
Officers/executives	

Does the percentage of **Canadian** employees you anticipate receiving a lump-sum award THIS year (**2023**) represent a larger, similar or smaller percentage of employees compared to LAST year (**2022**)?

	Percentage is anticipated to be larger than 2022	Percentage is anticipated to be similar to 2022	Percentage is anticipated to be smaller than 2022
Non-management hourly nonunion	○	○	
Non-management salaried	○	○	
Management salaried	○	○	
Officers/executives	○	○	

Display This Question if larger or smaller:

Why do you anticipate this change in the percentage of **Canadian** employees receiving lump-sum awards? (open-ended)

Variable Pay

For purposes of this survey, variable pay is defined as short-term cash awards that are contingent upon performance, discretion or results achieved. Variable pay types include:

- Profit-sharing
- Performance sharing (e.g., gain-sharing or goal-sharing)
- Individual incentives
- Bonuses

The following pay types should not be included:

- Sales commission plans
- Long-term incentives, such as stock plans or multiyear cash performance plans
- Noncash-based awards such as merchandise, trips, plaques or trophies
- Plans that require cash awards to be placed in accounts that are not readily accessible to employees (e.g., 401(k) accounts, pension plans, deferred compensation plans)
- Cash awards for recognition

Does your organization currently use variable pay as defined above **in Canada**?

- ○ Yes
- ○ No

Display This Question if Uses variable pay:

Which of the following variable pay plan types does your organization use **in Canada**? (Check all that apply.)

- Organization-wide awards based solely on the success of the entire organization (e.g., cash profit-sharing)
- Unit/strategic business unit awards based solely on the success of the unit/strategic business unit (e.g., department incentive programs, manufacturing goal sharing, call-center incentives)
- Individual incentive awards based on employees' performance in designated jobs (other than sales)
- Combination awards based on **both** organization-wide/unit/strategic business unit success and individual performance

Display This Question if Uses variable pay:

LAST year (the **2022** plan year), which **Canadian** employee categories were eligible for variable pay? (Check all that apply.)

- Non-management hourly nonunion
- Non-management salaried
- Management salaried
- Officers/executives

Display This Question if Uses variable pay:

LAST year (the **2022** plan year), what percent of **Canadian** employees were eligible for variable pay and what percentage of eligible employees were actually paid variable pay?

Please enter a numeric value between 0 and 100; do not include symbols or text and do not leave boxes blank.

	Percentage of employees eligible for variable pay for **2022**	Percentage of eligible employees actually paid variable pay for **2022**
Non-management hourly nonunion		
Non-management salaried		
Management salaried		
Officers/executives		

Display This Question if Uses variable pay:

For which **Canadian** employee categories does your organization have a formal budget process for variable pay? (Check all that apply.)

- Non-management hourly nonunion
- Non-management salaried
- Management salaried
- Officers/executives

Display This Question if Uses variable pay:

Please indicate the average percentage of base pay BUDGETED for variable pay in each employee category in Canada

*Fill in "0" (zero) **only** if your organization typically budgets for variable pay for that employee group, but has not budgeted or will not budget for the program in the respective plan year.*

Please report as an actual percentage of base pay; we are not looking for "target" percent. For example, if your organization budgeted 8% of base pay for variable pay for your nonexempt employees, you would have budgeted $3,200 in variable pay for an employee making $40,000 per year. The average range for Non-management hourly nonunionand Non-management salaried is around 3% - 10%.   Please enter a numeric value; do not include symbols or text.

	Average % BUDGETED for variable pay LAST year (2022 plan year)	Average % BUDGETED for variable pay THIS year (2023 plan year)	Projected average % to be BUDGETED for variable pay NEXT year (2024 plan year)
Non-management hourly nonunion	○	○	
Non-management salaried	○	○	
Management salaried	○	○	
Officers/executives	○	○	

Display This Question if Uses variable pay:

Please indicate the average percentage of base pay your variable pay plans ACTUALLY PAID in each employee category in Canada

*Fill in "0" (zero) **only** if your organization typically budgets for variable pay for that employee group but has not budgeted or will not budget for the program in the respective plan year.*

Please report as an actual percentage of base pay; we are not looking for "target" percent. For example, if your organization paid out 8% of base pay for variable pay for your nonexempt employees, an employee making $40,000 per year was paid $3,200 in variable pay.

The average range for Non-management hourly nonunionand Non-management salaried is around 3% - 10%.   Please enter a numeric value; do not include symbols or text.

	Average % PAID in variable pay LAST year (2022 plan year)	Projected % PAID to be paid in variable pay THIS year (2023 plan year)
Non-management hourly nonunion	○	○
Non-management salaried	○	○
Management salaried	○	○
Officers/executives	○	○

Display This Question if Uses variable pay:

What impact does your variable pay program have on **base salary** budget recommendations **in Canada**?

	No impact	Some impact	Significant impact
Non-management hourly nonunion	○	○	
Non-management salaried	○	○	
Management salaried	○	○	
Officers/executives	○	○	

PROMOTIONAL INCREASES

What is the impact of promotional increases on your organization's **Canadian** salary budget?
- ○ We budget an additional amount for promotional increases as part of our budget but separate from other pay increase budgets.
- ○ We budget an additional amount for promotional increases as part of our merit budget.
- ○ We budget an additional amount for promotional increases as part of our general increase/COLA budget.
- ○ We budget an additional amount for promotional increases as part of our other increase budget.
- ○ We do not budget for promotional increases.

Display This Question if promo increases not budgeted:

How If your organization does not budget for promotional increases **in Canada**, how are they paid for/funded? (Check all that apply.)
- ○ Out of the merit budget, even though the merit budget is <u>not</u> inflated to cover promotional increases.
- ○ Out of the general increase/COLA budget, even though the general increase/COLA budget is <u>not</u> inflated to cover promotional increases.
- ○ Out of the other increase budget, even though the other increase budget is <u>not</u> inflated to cover promotional increases.
- ○ With savings (e.g., savings realized from vacant positions, hiring at a lower rate than the previous incumbent, downsizing).
- ○ Other, please describe ______________________________

How much does your organization plan to spend on promotional increases as a percentage of total base salaries THIS year (in **2023**) **in Canada**?

Please enter a numeric value and limit your answer to one decimal; do not include symbols or text. (For instance, 3 or 3.4 are both valid responses.)

____

How do your organization's planned **Canadian** promotional increases for THIS year (**2023**) (the answer to previous question) compare with what was spent LAST year (in **2022**) and what is projected to be spent NEXT year (in **2024**)?

	More than	Similar to	Less than
Planned spending on promotional increases in **2023** is … 2022	○	○	○
Estimated spending on promotional increases in **2024** will be … 2023	○	○	○

LAST year (in **2022**), what percentage of the total **Canadian** employee population **received a promotional increase?**

Please enter a numeric value; do not include symbols or text. If no employees received a promotional increase, enter 0.

____

LAST year (in **2022**), what was the **average promotional increase** as a percentage of the promoted employee's base salary prior to promotion **in Canada**? Please enter a numeric value; do not include symbols or text.

____

As a survey participant, you will receive a digital copy of the 2023-2024 Executive Report & Analysis and 18 months of access to the 2023-2024 data in the Online Reporting Tool that will allow you to customize your survey results.

Please provide the name and contact information of the person completing this survey. You must be a WorldatWork member to participate in the *WorldatWork 2023-2024 Salary Budget Survey*. (If you are completing this survey on behalf of a member, please note that the survey results will be sent directly to the member's email address on file.)

Name: ____

Company: ____

Email: ____

By submitting this survey form, I understand that if mandatory (*) sections of the survey are not completed correctly, I will not be eligible as a participant to receive a complimentary copy of the survey report.

- ○ I understand and agree to the statement above.

- ○

INDIA QUESTIONNAIRE:

The deadline to submit this survey is June 2, 2023.

This document is provided as a tool to assist you with participation. However, the online questionnaire must be completed and submitted for you to receive the complimentary survey results. Please note that only the questions that apply to India are listed on this document.

You will not be able to go back after you complete each section of this online questionnaire. If you would like to review the items before completing this online questionnaire, you may download PDF versions of the questionnaire(s) at the following links:

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- Canada
- India
- United Kingdom
- All other countries

Please note that, depending on your responses in this online questionnaire, you may not be asked to complete all items that appear in the PDFs.

For items asking you to enter a percent, please enter a numeric value with no more than one decimal place. Round if necessary and do not enter any symbols. For instance, 3, 3.0 and 3.5 would all be valid responses, but 3.25 and 3% are both invalid.

We **strongly suggest** that you complete this survey on a computer, not a mobile device.

You will be able to print your survey responses once you have submitted.

If you need assistance completing the questionnaire, please contact the Research Team at surveypanel@worldatwork.org.

Please click the NEXT button to begin the survey for all countries.

Of the countries below that your organization operates in, which would you like to report salary budget data for in this questionnaire? (Check all that apply.)

- United States (U.S.)
- Australia
- Belgium
- Brazil
- Canada
- China
- France
- Germany
- India
- Italy
- Japan
- Mexico
- Netherlands
- Russia
- Singapore
- Spain
- Sweden
- Switzerland
- United Kingdom

We need your organization's name in order to resolve multiple submissions that we might receive from the same organization and to include your organization in the participant list. Please provide your company name and indicate whether we may include it in the participant list.

- My organization's name is:

____

- My organization does not permit us to be included in the participant list, but for data-cleaning purposes, its name is:

____

The sector that best describes my organization is:

- For-profit, privately held
- For-profit, publicly traded (stock ticker)
- Not-for-profit or non-profit
- Public sector (national, regional, state, provincial, municipal or tribal government)
- Other (please describe) ____

Please choose one category that best describes the industry in which your current organization operates. For assistance, see U.S. Census NAICS Code Lookup

- Agriculture *(includes forestry, fishing and hunting)*
- Arts, entertainment & recreation
- Childcare
- Construction *(includes commercial, residential & civil engineering)*
- Education *(K-12 and post-secondary, public & private & ed services)*
- Extraction *(includes mining, quarrying, oil & gas)*
- Finance & insurance - Monetary authorities - Central banks
- Finance & insurance - Credit intermediation and related
- Finance & insurance - Fund, trusts and other financial vehicles
- Finance & insurance - Insurance carriers and related
- Finance & insurance - Securities, commodity contracts and other financial investments
- Government *(federal, state, local & tribal EXCEPT public schools and universities)*
- Health care - Hospitals
- Health care - All other
- Holding companies
- Hotels, restaurants & bars
- Information - Web, software, data processing & hosting
- Information - Publishing (not internet)
- Information - Motion picture, sound recording & broadcasting
- Information - Telecommunications
- Maintenance, repair, laundry & personal services
- Management of companies and enterprises
- Manufacturing - chemicals
- Manufacturing - computer & electronic products
- Manufacturing - electrical equipment, appliance & components
- Manufacturing - food, beverages & tobacco products
- Manufacturing - machinery
- Manufacturing - paper, printing & related support
- Manufacturing - pharmaceutical & biotech products
- Manufacturing - plastics & rubber products
- Manufacturing - textiles, apparel, leather & allied products
- Manufacturing - transportation equipment
- Manufacturing - wood, petroleum, furniture, non-metallic minerals and related
- Manufacturing - miscellaneous
- Mining, quarrying, oil & gas extraction
- Non-profit associations *(includes professional, civic & grantmaking)*

- Pharma and biotech R&D
- Professional services *(includes legal, accounting, tax, ad & consulting)*
- R&D *(science and engineering EXCEPT pharma)*
- Rental & real estate *(includes sales, mgmt & leasing of property and rental of equipment, cars, etc.)*
- Retail
- Senior care *(including services & residences)*
- Support services *(including administrative, travel, temp workers, security, janitorial)*
- Transportation - Air transport
- Transportation - All other
- Utilities and energy production
- Warehousing
- Waste management
- Wholesale
- Other

You selected "other" in the industry list. Please describe your organization's industry.
____

How many full-time equivalent (FTE) employees does your company employ worldwide? (Please report your worldwide headcount, even though the budget data you are reporting may only apply to a specific country or business unit.)
____

What was the total revenue (money generated by your company from sales of goods or services on a worldwide basis) for your organization at the end of 2022? (Please report in U.S. dollars.)

- Up to $10 million
- At least $10 million but less than $30 million
- At least $30 million but less than $100 million
- At least $100 million but less than $300 million
- At least $300 million but less than $600 million
- At least $600 million but less than $1 billion
- At least $1 billion but less than $3 billion
- At least $3 billion but less than $5 billion
- At least $5 billion but less than $8 billion
- At least $8 billion but less than $10 billion
- $10 billion or more

If you are reporting data for multiple countries, does the industry of operation vary by country?

- Yes
- No
- I am not reporting for multiple countries

Firmographics

Please answer these questions for your Indian operations. If your organization operates in multiple industries within India, or if pay practices differ across divisions, Indian regions, business units or *subsidiaries, please contact us at* surveypanel@worldatwork.org *to get additional links allowing you to complete the survey multiple times for India*

The **Indian** organizational unit that I am reporting data for in this questionnaire is:

- Headquarters
- Subsidiary/group/division
- Regional headquarters
- Plant/branch
- Independent consultant
- Consulting firm
- Educational

If not headquarters, please describe **Indian** division, subsidiary, region, etc., for which you are reporting data in this questionnaire. (e.g., Southern region, manufacturing division)

____

For which **Indian** location(s) are you reporting data in this questionnaire?

You must select at least one region or city to continue this survey. To make multiple selections, hold down the control key (windows) or command key (mac) while you make your selections.

Central
East - Kolkata
East - All other locales
North - Delhi
North - All other locales
Northeast
South - Bangalore
South - Chennai
South - Hyderabad
South - All other locales
West - Mumbai
West - Pune
West - All other locales

How many employees **in India** in each category are you reporting data for in this questionnaire?

If your organization does not have an employee category or you are not reporting data for a given category, please enter zero for number of employees.

Technical/individual contributors/support roles________
Junior management ________
Middle Management ________
Top and senior management ________
Total __________

Please complete the table below for **Indian** operations. Please enter a whole number; do not include symbols or text

	How many months between base pay increases THIS year (in 2023)?	How many months are projected between base pay increases NEXT year (in 2024)?
Technical/individual contributors/support roles		
Junior management		
Middle Management		
Top and senior management		

In the past 12 months, has your organization implemented an additional or off-cycle base pay increase **in India?**

	Yes	No, and we didn't consider it	No, but we considered it before deciding not to
Technical/individual contributors/support roles	○	○	○
Junior management	○	○	○
Middle Management	○	○	○
Top and senior management	○	○	○

What is your organization's actual budget for base pay increases **in India** THIS year (**2023**)?

Please report as a percentage of base pay.

Note: Fill in "0" (zero) only if there is no increase budgeted where one typically is budgeted. If a particular type of increase program is not used/applicable in your organization, please leave the field blank.

Please enter a numeric value; do not include symbols or text.

2023	General increase/COLA	Merit increase	Other increase
Technical/individual contributors/support roles			
Junior management			
Middle Management			
Top and senior management			

You included an "Other increase" in your **Indian** base pay compensation budget for THIS year (**2023**). What is the nature of this increase? (Check all that apply.)

- Accelerated increase cycle to move employee closer to midpoint (salary progression)
- Adjustment related to state or local minimum wage increase
- Compression
- Internal equity
- Market adjustment/competitive adjustment
- Retention/critical skill adjustment
- Salary range adjustment
- Skill-based pay increase
- Step rate
- Other increase, please describe____

What is your organization's projected **2024** budget for base pay increases **in India**? Please report as a percentage of base pay.
Note: Fill in "0" (zero) ***only*** *if there is no increase budgeted where one is typically budgeted. If a particular type of increase program is not used/applicable in your organization, please leave the field blank.* Please enter a numeric value; do not include symbols or text.

2024	General increase/COLA	Merit increase	Other increase
Technical/individual contributors/support roles			
Junior management			
Middle Management			
Top and senior management			

You included an “Other increase” in your **Indian** base pay compensation budget for NEXT year (**2024**). What is the nature of this increase? (Check all that apply.)

- ○ Accelerated increase cycle to move employee closer to midpoint (salary progression)
- ○ Adjustment related to state or local minimum wage increase
- ○ Compression
- ○ Internal equity
- ○ Market adjustment/competitive adjustment
- ○ Retention/critical skill adjustment
- ○ Salary range adjustment
- ○ Skill-based pay increase
- ○ Step rate
- ○ Other increase, please describe____

Please indicate your organization’s level of certainty of the projected **2024** budget for base pay increases you reported **in India**

- ○ Not at all certain
- ○ Slightly certain
- ○ Moderately certain
- ○ Very certain
- ○ Extremely certain

How does the percentage of employees who will be receiving a base salary increase **in India** THIS year (**2023**) compare to the percentage of **Indian** employees who received one LAST year (**2022**)

	2023 percentage is larger than 2022	2023 percentage is similar to 2022	2023 percentage is smaller than 2022
Technical/individual contributors/support roles			
Junior management			
Middle Management			
Top and senior management			

Please complete the following table based only on those employees eligible for a merit increase in India

Note: Total must add up to 100% for each year. Please enter a numeric value; do not include symbols or text.

	High Performance (exceeds expectations)	Middle Performance (generally meets expectations)	Low Performance (does not meet expectations)	Total
What percentage of your workforce was rated in this performance category LAST year (2022)?				100
What percentage of your workforce is estimated to be rated in this performance category THIS year (2023)?				100

Please complete the following table based only on those employees eligible for a merit increase in India. Please enter a numeric value; do not include symbols or text.

	High Performance (exceeds expectations)	Middle Performance (generally meets expectations)	Low Performance (does not meet expectations)
Average **merit increase awarded** for this performance category LAST year (2022)?			
Estimated average **merit increase to be awarded** for this performance category THIS year (2023)?			

LAYOFFS/RIFS

Has your organization conducted or planned layoffs or RIFs to occur in **2023**?
- ○ Yes, we've already conducted layoffs/RIFs.
- ○ Yes, we have layoffs/RIFs planned prior to the end of the year.
- ○ We don't have layoffs/RIFs planned, but they could occur before the end of the year.
- ○ No we won't have layoffs/RIFs in 2023.

Does your organization anticipate layoffs/RIFs during **2024**?
- ○ We will have layoffs/RIFs in 2024.
- ○ We've planned layoffs/RIFs in 2024 but will cancel them if conditions improve.
- ○ We're putting together contingency plans for layoffs/RIFs planned, but probably won't use them.
- ○ We do not anticipate layoffs in 2024.

Display This Question if conducted/planned 2023 RIF:
How did layoffs/RIFs occurring or planned in **2023** impact your **2023** salary increase budget?
- ○ Layoffs/RIFs had no impact on the size of our salary increase budget.
- ○ Layoffs/RIFs raised our salary increase budget.
- ○ Layoffs/RIFs lowered our salary increase budget.

Display This Question if expected/planned 2024 RIF:
How will layoffs/RIFs you anticipate in **2024** impact your **2024** salary increase budget?
- ○ Layoffs/RIFs will have no impact on the size of our salary increase budget.
- ○ Layoffs/RIFs will raise our salary increase budget.
- ○ Layoffs/RIFs will lower our salary increase budget.

COMPENSATION STRATEGY

Where does your organization approximately target its base pay levels for **Indian** workers in comparison to the market?

	10th percentile	25th percentile	50th percentile (median)	60th percentile	75th percentile	90th percentile	Other percentile	No formal compensation strategy
Technical/individual contributors/support roles	○	○	○	○	○	○	○	○
Junior management	○	○	○	○	○	○	○	○
Middle Management	○	○	○	○	○	○	○	○
Top and senior management	○	○	○	○	○	○	○	○

Display This Question if "Other Percentile" selected
In the last question, you said that your organization targets the market **in India** at a percentile different than provided options. What is your organization's target?

____

In the past 12 months, has your organization changed where it targets its base pay levels **in India**?

	Increased	Stayed about the same	Decreased
Technical/individual contributors/support roles	○	○	○
Junior management	○	○	○
Middle Management	○	○	○
Top and senior management	○	○	○

PAY EQUITY

What is the impact of pay adjustments to remediate pay equity issues on your reported **Indian** salary budget for THIS year **(2023)**?

- ○ We budgeted an additional amount for these equity adjustments as part of our salary budget but separate from other pay increase budgets.
- ○ We budgeted an additional amount for these equity adjustments as part of our "merit" budget.
- ○ We budgeted an additional amount for these equity adjustments as part of our "general increase/COLA" budget.
- ○ We budgeted an additional amount for these equity adjustments as part of our "other increase" budget.
- ○ We expect to make adjustments to remediate pay equity issues in 2023, but we did not budget for them.
- ○ Our organization is not anticipating pay adjustments to remediate pay equity issues in 2023.

You said that your organization did not budget for pay adjustments to remediate pay equity issues **in India** How will they be paid for/funded? (Check all that apply.)

- ○ Out of the merit budget, even though the merit budget is not inflated to cover these equity adjustments.
- ○ Out of the general increase/COLA budget, even though the general increase/COLA budget is not inflated to cover these equity adjustments.
- ○ Out of the other increase budget, even though the other increase budget is not inflated to cover these equity adjustments.
- ○ With savings (e.g., savings realized from vacant positions, hiring at a lower rate than the previous incumbent, downsizing).
- ○ Other, please describe ____

What is the impact of pay adjustments to remediate pay equity issues on your projected **Indian** salary budget for NEXT year (**2024**)?

- ○ We plan to budget an additional amount for these equity adjustments as part of our salary budget but separate from other pay increase budgets.
- ○ We plan to budget an additional amount for these equity adjustments as part of our merit budget.
- ○ We plan to budget an additional amount for these equity adjustments as part of our general increase/COLA budget.
- ○ We plan to budget an additional amount for these equity adjustments as part of our other increase budget.
- ○ We expect to make adjustments to remediate pay equity issues in 2024, but we did not budget for them.
- ○ Our organization is not anticipating pay adjustments to remediate pay equity issues in 2024.

You said that your organization did not plan to budget in **2024** for pay adjustments to remediate pay equity issues **in India**. How will they be paid for/funded? (Check all that apply.)

- ○ Out of the merit budget, even though the merit budget is not inflated to cover these equity adjustments.
- ○ Out of the general increase/COLA budget, even though the general increase/COLA budget is not inflated to cover these equity adjustments.
- ○ Out of the other increase budget, even though the other increase budget is not inflated to cover these equity adjustments.
- ○ With savings (e.g., savings realized from vacant positions, hiring at a lower rate than the previous incumbent, downsizing).
- ○ Other, please describe ____

COMPENSATION/SALARY STRUCTURES

If your organization uses a formal compensation structure (aka salary structure), please complete the table below. Note: Fill in “0” (zero) only if there is no increase planned where one typically is given.

Please enter a numeric value; do not include symbols or text.

	Actual **2023** Percent Increase	Projected **2024** Percent Increase
Technical/individual contributors/support roles		
Junior management		
Middle Management		
Top and senior management		

QUESTIONNAIRE

Please indicate your organization's level of certainty of the *projected* Indian 2024 percentage increase for compensation/salary structure(s) you reported in the previous question.

- ○ Not at all certain
- ○ Slightly certain
- ○ Moderately certain
- ○ Very certain
- ○ Extremely certain

If no 2023 compensation/salary structure increase was made in India, how many months has it been since the last structure increase?   Please enter a numeric value; do not include symbols or text.

	Months since structure increase
Technical/individual contributors/support roles	
Junior management	
Middle Management	
Top and senior management	

LUMP SUM AWARDS

Does your organization give lump-sum awards to these groups of employees in India?

	Yes	No
Technical/individual contributors/support roles	○	○
Junior management	○	○
Middle Management	○	○
Top and senior management	○	○

What percentage of Indian employees received a lump-sum award in 2022 (LAST year)?

Please enter a numeric value between 0 and 100; do not include symbols or text and do not leave boxes blank.

	% receiving lump-sum in 2022
Technical/individual contributors/support roles	
Junior management	
Middle Management	
Top and senior management	

Does the percentage of **Indian** employees you anticipate receiving a lump-sum award THIS year (**2023**) represent a larger, similar or smaller percentage of employees compared to LAST year (**2022**)?

	Percentage is anticipated to be larger than 2022	Percentage is anticipated to be similar to 2022	Percentage is anticipated to be smaller than 2022
Technical/individual contributors/support roles	○	○	
Junior management	○	○	
Middle Management	○	○	
Top and senior management	○	○	

Display This Question if larger or smaller:
Why do you anticipate this change in the percentage of **Indian** employees receiving lump-sum awards? (open-ended)

Variable Pay

For purposes of this survey, variable pay is defined as short-term cash awards that are contingent upon performance, discretion or results achieved. Variable pay types include:

- Profit-sharing
- Performance sharing (e.g., gain-sharing or goal-sharing)
- Individual incentives
- Bonuses

The following pay types should not be included:

- Sales commission plans
- Long-term incentives, such as stock plans or multiyear cash performance plans
- Noncash-based awards such as merchandise, trips, plaques or trophies
- Plans that require cash awards to be placed in accounts that are not readily accessible to employees (e.g., 401(k) accounts, pension plans, deferred compensation plans)
- Cash awards for recognition

Does your organization currently use variable pay as defined above **in India**?

- ○ Yes
- ○ No

Display This Question if Uses variable pay:

Which of the following variable pay plan types does your organization use **in India**? (Check all that apply.)

- Organization-wide awards based solely on the success of the entire organization (e.g., cash profit-sharing)
- Unit/strategic business unit awards based solely on the success of the unit/strategic business unit (e.g., department incentive programs, manufacturing goal sharing, call-center incentives)
- Individual incentive awards based on employees' performance in designated jobs (other than sales)
- Combination awards based on **both** organization-wide/unit/strategic business unit success and individual performance

Display This Question if Uses variable pay:

LAST year (the **2022** plan year), which **Indian** employee categories were eligible for variable pay? (Check all that apply.)

- Technical/individual contributors/support roles
- Junior management
- Middle Management
- Top and senior management

Display This Question if Uses variable pay:

LAST year (the **2022** plan year), what percent of **Indian** employees were eligible for variable pay and what percentage of eligible employees were actually paid variable pay?

Please enter a numeric value between 0 and 100; do not include symbols or text and do not leave boxes blank.

	Percentage of employees eligible for variable pay for **2022**	Percentage of eligible employees actually paid variable pay for **2022**
Technical/individual contributors/support roles		
Junior management		
Middle Management		
Top and senior management		

Display This Question if Uses variable pay:

For which **Indian** employee categories does your organization have a formal budget process for variable pay? (Check all that apply.)

- Technical/individual contributors/support roles
- Junior management
- Middle Management
- Top and senior management

Display This Question if Uses variable pay:

Please indicate the average percentage of base pay BUDGETED for variable pay in each employee category **in India**

Fill in "0" (zero) ***only*** *if your organization typically budgets for variable pay for that employee group, but has not budgeted or will not budget for the program in the respective plan year.*

Please report as an actual percentage of base pay; we are not looking for "target" percent. For example, if your organization budgeted 8% of base pay for variable pay for your nonexempt employees, you would have budgeted $3,200 in variable pay for an employee making $40,000 per year. The average range for Technical/individual contributors/support rolesand Junior management is around 3% - 10%.   Please enter a numeric value; do not include symbols or text.

	Average % BUDGETED for variable pay LAST year (**2022** plan year)	Average % BUDGETED for variable pay THIS year (**2023** plan year)	Projected average % to be BUDGETED for variable pay NEXT year (**2024** plan year)
Technical/individual contributors/support roles	○	○	
Junior management	○	○	
Middle Management	○	○	
Top and senior management	○	○	

Display This Question if Uses variable pay:

Please indicate the average percentage of base pay your variable pay plans ACTUALLY PAID in each employee category **in India**

Fill in "0" (zero) ***only*** *if your organization typically budgets for variable pay for that employee group but has not budgeted or will not budget for the program in the respective plan year.*

Please report as an actual percentage of base pay; we are not looking for "target" percent. For example, if your organization paid out 8% of base pay for variable pay for your nonexempt employees, an employee making $40,000 per year was paid $3,200 in variable pay.

The average range for Technical/individual contributors/support rolesand Junior management is around 3% - 10%.   Please enter a numeric value; do not include symbols or text.

	Average % PAID in variable pay LAST year (**2022** plan year)	Projected % PAID to be paid in variable pay THIS year (**2023** plan year)
Technical/individual contributors/support roles	○	○
Junior management	○	○
Middle Management	○	○
Top and senior management	○	○

Display This Question if Uses variable pay:
What impact does your variable pay program have on **base salary** budget recommendations **in India**?

	No impact	Some impact	Significant impact
Technical/individual contributors/support roles	○	○	
Junior management	○	○	
Middle Management	○	○	
Top and senior management	○	○	

PROMOTIONAL INCREASES

What is the impact of promotional increases on your organization's **Indian** salary budget?
- ○ We budget an additional amount for promotional increases as part of our budget but separate from other pay increase budgets.
- ○ We budget an additional amount for promotional increases as part of our merit budget.
- ○ We budget an additional amount for promotional increases as part of our general increase/COLA budget.
- ○ We budget an additional amount for promotional increases as part of our other increase budget.
- ○ We do not budget for promotional increases.

Display This Question if promo increases not budgeted:
How If your organization does not budget for promotional increases **in India**, how are they paid for/funded? (Check all that apply.)
- ○ Out of the merit budget, even though the merit budget is not inflated to cover promotional increases.
- ○ Out of the general increase/COLA budget, even though the general increase/COLA budget is not inflated to cover promotional increases.
- ○ Out of the other increase budget, even though the other increase budget is not inflated to cover promotional increases.
- ○ With savings (e.g., savings realized from vacant positions, hiring at a lower rate than the previous incumbent, downsizing).
- ○ Other, please describe ____

How much does your organization plan to spend on promotional increases as a percentage of total base salaries THIS year (in **2023**) **in India**?

Please enter a numeric value and limit your answer to one decimal; do not include symbols or text. (For instance, 3 or 3.4 are both valid responses.)

____

How do your organization's planned **Indian** promotional increases for THIS year (**2023**) (the answer to previous question) compare with what was spent LAST year (in **2022**) and what is projected to be spent NEXT year (in **2024**)?

	More than	Similar to	Less than
Planned spending on promotional increases in **2023** is … 2022	○	○	○
Estimated spending on promotional increases in **2024** will be … 2023	○	○	○

LAST year (in **2022**), what percentage of the total **Indian** employee population **received a promotional increase?**

Please enter a numeric value; do not include symbols or text. If no employees received a promotional increase, enter 0.

____

LAST year (in **2022**), what was the **average promotional increase** as a percentage of the promoted employee's base salary prior to promotion **in India**? Please enter a numeric value; do not include symbols or text.

____

As a survey participant, you will receive a digital copy of the 2023-2024 Executive Report & Analysis and 18 months of access to the 2023-2024 data in the Online Reporting Tool that will allow you to customize your survey results.

Please provide the name and contact information of the person completing this survey. You must be a WorldatWork member to participate in the *WorldatWork 2023-2024 Salary Budget Survey*. (If you are completing this survey on behalf of a member, please note that the survey results will be sent directly to the member's email address on file.)

Name: ____

Company: ____

Email: ____

By submitting this survey form, I understand that if mandatory (*) sections of the survey are not completed correctly, I will not be eligible as a participant to receive a complimentary copy of the survey report.

○ I understand and agree to the statement above.

UK QUESTIONNAIRE:

The deadline to submit this survey is June 2, 2023.

This document is provided as a tool to assist you with participation. However, the online questionnaire must be completed and submitted for you to receive the complimentary survey results. Please note that only the questions that apply to the UK are listed on this document.

You will not be able to go back after you complete each section of this online questionnaire. If you would like to review the items before completing this online questionnaire, you may download PDF versions of the questionnaire(s) at the following links:

- United States
- Canada
- India
- United Kingdom
- All other countries

Please note that, depending on your responses in this online questionnaire, you may not be asked to complete all items that appear in the PDFs.

For items asking you to enter a percent, please enter a numeric value with no more than one decimal place. Round if necessary and do not enter any symbols. For instance, 3, 3.0 and 3.5 would all be valid responses, but 3.25 and 3% are both invalid.

We **strongly suggest** that you complete this survey on a computer, not a mobile device.

You will be able to print your survey responses once you have submitted.

If you need assistance completing the questionnaire, please contact the Research Team at surveypanel@worldatwork.org.

Please click the NEXT button to begin the survey for all countries.

Of the countries below that your organization operates in, which would you like to report salary budget data for in this questionnaire? (Check all that apply.)

- ○ United States (UK)
- ○ Australia
- ○ Belgium
- ○ Brazil
- ○ Canada
- ○ China
- ○ France
- ○ Germany
- ○ India
- ○ Italy
- ○ Japan
- ○ Mexico
- ○ Netherlands
- ○ Russia
- ○ Singapore
- ○ Spain
- ○ Sweden
- ○ Switzerland
- ○ United Kingdom

We need your organization's name in order to resolve multiple submissions that we might receive from the same organization and to include your organization in the participant list. Please provide your company name and indicate whether we may include it in the participant list.

- My organization's name is: ____
- My organization does not permit us to be included in the participant list, but for data-cleaning purposes, its name is: ____

The sector that best describes my organization is:

- For-profit, privately held
- For-profit, publicly traded (stock ticker)
- Not-for-profit or non-profit
- Public sector (national, regional, state, provincial, municipal or tribal government)
- Other (please describe) ____

Please choose one category that best describes the industry in which your current organization operates. For assistance, see U.S. Census NAICS Code Lookup

- Agriculture *(includes forestry, fishing and hunting)*
- Arts, entertainment & recreation
- Childcare
- Construction *(includes commercial, residential & civil engineering)*
- Education *(K-12 and post-secondary, public & private & ed services)*
- Extraction *(includes mining, quarrying, oil & gas)*
- Finance & insurance - Monetary authorities - Central banks
- Finance & insurance - Credit intermediation and related
- Finance & insurance - Fund, trusts and other financial vehicles
- Finance & insurance - Insurance carriers and related
- Finance & insurance - Securities, commodity contracts and other financial investments
- Government *(federal, state, local & tribal EXCEPT public schools and universities)*
- Health care - Hospitals
- Health care - All other
- Holding companies
- Hotels, restaurants & bars
- Information - Web, software, data processing & hosting
- Information - Publishing (not internet)
- Information - Motion picture, sound recording & broadcasting
- Information - Telecommunications
- Maintenance, repair, laundry & personal services
- Management of companies and enterprises
- Manufacturing - chemicals
- Manufacturing - computer & electronic products
- Manufacturing - electrical equipment, appliance & components
- Manufacturing - food, beverages & tobacco products
- Manufacturing - machinery
- Manufacturing - paper, printing & related support
- Manufacturing - pharmaceutical & biotech products
- Manufacturing - plastics & rubber products
- Manufacturing - textiles, apparel, leather & allied products
- Manufacturing - transportation equipment
- Manufacturing - wood, petroleum, furniture, non-metallic minerals and related
- Manufacturing - miscellaneous
- Mining, quarrying, oil & gas extraction
- Non-profit associations *(includes professional, civic & grantmaking)*

- Pharma and biotech R&D
- Professional services *(includes legal, accounting, tax, ad & consulting)*
- R&D *(science and engineering EXCEPT pharma)*
- Rental & real estate *(includes sales, mgmt & leasing of property and rental of equipment, cars, etc.)*
- Retail
- Senior care *(including services & residences)*
- Support services *(including administrative, travel, temp workers, security, janitorial)*
- Transportation - Air transport
- Transportation - All other
- Utilities and energy production
- Warehousing
- Waste management
- Wholesale
- Other

You selected "other" in the industry list. Please describe your organization's industry.
____

How many full-time equivalent (FTE) employees does your company employ worldwide? (Please report your worldwide headcount, even though the budget data you are reporting may only apply to a specific country or business unit.)
____

What was the total revenue (money generated by your company from sales of goods or services on a worldwide basis) for your organization at the end of 2022? (Please report in U.S. dollars.)

- Up to $10 million
- At least $10 million but less than $30 million
- At least $30 million but less than $100 million
- At least $100 million but less than $300 million
- At least $300 million but less than $600 million
- At least $600 million but less than $1 billion
- At least $1 billion but less than $3 billion
- At least $3 billion but less than $5 billion
- At least $5 billion but less than $8 billion
- At least $8 billion but less than $10 billion
- $10 billion or more

If you are reporting data for multiple countries, does the industry of operation vary by country?

- Yes
- No
- I am not reporting for multiple countries

Firmographics

Please answer these questions for your UK operations. If your organization operates in multiple industries within the UK, or if pay practices differ across divisions, UK regions, business units or *subsidiaries, please contact us at* surveypanel@worldatwork.org *to get additional links allowing you to complete the survey multiple times for the UK*

The **UK** organizational unit that I am reporting data for in this questionnaire is:

- ○ Headquarters
- ○ Subsidiary/group/division
- ○ Regional headquarters
- ○ Plant/branch
- ○ Independent consultant
- ○ Consulting firm
- ○ Educational

If not headquarters, please describe the **UK** division, subsidiary, region, etc., for which you are reporting data in this questionnaire. (e.g., Southern region, manufacturing division)

For which **UK** location(s) are you reporting data in this questionnaire?

You must select at least one region or city to continue this survey.

To make multiple selections, hold down the control key (windows) or command key (mac) while you make your selections.

East Midlands
East of England
Greater London
North East
North West
Northern Ireland
Scotland
South East
South West
Wales
West Midlands
Yorkshire and the Humber

How many employees **in the UK** in each category are you reporting data for in this questionnaire?

If your organization does not have an employee category or you are not reporting data for a given category, please enter zero for number of employees.

Nonexempt hourly nonunion ________
Nonexempt salaried ________
Exempt salaried ________
Officers/executives ________
Total _________

Please complete the table below for **UK** operations. Please enter a whole number; do not include symbols or text

	How many months between base pay increases THIS year (in **2023**)?	How many months are projected between base pay increases NEXT year (in **2024**)?
Nonexempt hourly nonunion		
Nonexempt salaried		
Exempt salaried		
Officers/executives		

In the past 12 months, has your organization implemented an additional or off-cycle base pay increase **in the UK?**

	Yes	No, and we didn't consider it	No, but we considered it before deciding not to
Nonexempt hourly nonunion	○	○	○
Nonexempt salaried	○	○	○
Exempt salaried	○	○	○
Officers/executives	○	○	○

What is your organization's actual budget for base pay increases **in the UK** THIS year (**2023**)?

Please report as a percentage of base pay.

Note: Fill in "0" (zero) only if there is no increase budgeted where one typically is budgeted. If a particular type of increase program is not used/applicable in your organization, please leave the field blank.

Please enter a numeric value; do not include symbols or text.

2023	General increase/COLA	Merit increase	Other increase
Nonexempt hourly nonunion			
Nonexempt salaried			
Exempt salaried			
Officers/executives			

You included an "Other increase" in your **UK** base pay compensation budget for THIS year (**2023**). What is the nature of this increase? (Check all that apply.)

- Accelerated increase cycle to move employee closer to midpoint (salary progression)
- Adjustment related to state or local minimum wage increase
- Compression
- Internal equity
- Market adjustment/competitive adjustment
- Retention/critical skill adjustment
- Salary range adjustment
- Skill-based pay increase
- Step rate
- Other increase, please describe____

What is your organization's projected **2024** budget for base pay increases **in the UK**? <u>Please report as a percentage of base pay.</u>
Note: Fill in "0" (zero) ***only*** *if there is no increase budgeted where one is typically budgeted. If a particular type of increase program is not used/applicable in your organization, please leave the field blank.* Please enter a numeric value; do not include symbols or text.

2024	General increase/COLA	Merit increase	Other increase
Nonexempt hourly nonunion			
Nonexempt salaried			
Exempt salaried			
Officers/executives			

You included an “Other increase” in your **UK** base pay compensation budget for NEXT year (**2024**). What is the nature of this increase? (Check all that apply.)

- ○ Accelerated increase cycle to move employee closer to midpoint (salary progression)
- ○ Adjustment related to state or local minimum wage increase
- ○ Compression
- ○ Internal equity
- ○ Market adjustment/competitive adjustment
- ○ Retention/critical skill adjustment
- ○ Salary range adjustment
- ○ Skill-based pay increase
- ○ Step rate
- ○ Other increase, please describe____

Please indicate your organization’s level of certainty of the projected **2024** budget for base pay increases you reported **in the UK**

- ○ Not at all certain
- ○ Slightly certain
- ○ Moderately certain
- ○ Very certain
- ○ Extremely certain

How does the percentage of employees who will be receiving a base salary increase **in the UK** THIS year (**2023**) compare to the percentage of **UK** employees who received one LAST year (**2022**)

	2023 percentage is larger than 2022	2023 percentage is similar to 2022	2023 percentage is smaller than 2022
Nonexempt hourly nonunion			
Nonexempt salaried			
Exempt salaried			
Officers/executives			

Please complete the following table based only on those employees eligible for a merit increase **in the UK**

Note: Total must add up to 100% for each year. Please enter a numeric value; do not include symbols or text.

	High Performance (exceeds expectations)	Middle Performance (generally meets expectations)	Low Performance (does not meet expectations)	Total
What percentage of your workforce was rated in this performance category LAST year **(2022)**?				100
What percentage of your workforce is estimated to be rated in this performance category THIS year **(2023)**?				100

Please complete the following table based only on those employees eligible for a merit increase **in the UK** Please enter a numeric value; do not include symbols or text.

	High Performance (exceeds expectations)	Middle Performance (generally meets expectations)	Low Performance (does not meet expectations)
Average **merit increase awarded** for this performance category LAST year **(2022)**?			
Estimated average **merit increase to be awarded** for this performance category THIS year **(2023)**?			

LAYOFFS/RIFS

Has your organization conducted or planned layoffs or RIFs to occur in **2023**?
- ○ Yes, we've already conducted layoffs/RIFs.
- ○ Yes, we have layoffs/RIFs planned prior to the end of the year.
- ○ We don't have layoffs/RIFs planned, but they could occur before the end of the year.
- ○ No we won't have layoffs/RIFs in 2023.

Does your organization anticipate layoffs/RIFs during **2024**?
- ○ We will have layoffs/RIFs in 2024.
- ○ We've planned layoffs/RIFs in 2024 but will cancel them if conditions improve.
- ○ We're putting together contingency plans for layoffs/RIFs planned, but probably won't use them.
- ○ We do not anticipate layoffs in 2024.

Display This Question if conducted/planned 2023 RIF:

How did layoffs/RIFs occurring or planned in **2023** impact your **2023** salary increase budget?
- ○ Layoffs/RIFs had no impact on the size of our salary increase budget.
- ○ Layoffs/RIFs raised our salary increase budget.
- ○ Layoffs/RIFs lowered our salary increase budget.

Display This Question if expected/planned 2024 RIF:

How will layoffs/RIFs you anticipate in **2024** impact your **2024** salary increase budget?
- ○ Layoffs/RIFs will have no impact on the size of our salary increase budget.
- ○ Layoffs/RIFs will raise our salary increase budget.
- ○ Layoffs/RIFs will lower our salary increase budget.

COMPENSATION STRATEGY

Where does your organization approximately target its base pay levels for **UK** workers in comparison to the market?

	10th percentile	25th percentile	50th percentile (median)	60th percentile	75th percentile	90th percentile	Other percentile	No formal compensation strategy
Nonexempt hourly nonunion	○	○	○	○	○	○	○	○
Nonexempt salaried	○	○	○	○	○	○	○	○
Exempt salaried	○	○	○	○	○	○	○	○
Officers/executives	○	○	○	○	○	○	○	○

Display This Question if "Other Percentile" selected

In the last question, you said that your organization targets the market **in the UK** at a percentile different than provided options. What is your organization's target?

____

In the past 12 months, has your organization changed where it targets its base pay levels **in the UK**?

	Increased	Stayed about the same	Decreased
Nonexempt hourly nonunion	○	○	○
Nonexempt salaried	○	○	○
Exempt salaried	○	○	○
Officers/executives	○	○	○

PAY EQUITY

What is the impact of pay adjustments to remediate pay equity issues on your reported **UK** salary budget for THIS year **(2023)**?

- ○ We budgeted an additional amount for these equity adjustments as part of our salary budget but separate from other pay increase budgets.
- ○ We budgeted an additional amount for these equity adjustments as part of our "merit" budget.
- ○ We budgeted an additional amount for these equity adjustments as part of our "general increase/COLA" budget.
- ○ We budgeted an additional amount for these equity adjustments as part of our "other increase" budget.
- ○ We expect to make adjustments to remediate pay equity issues in 2023, but we did not budget for them.
- ○ Our organization is not anticipating pay adjustments to remediate pay equity issues in 2023.

You said that your organization did not budget for pay adjustments to remediate pay equity issues **in the UK** How will they be paid for/funded? (Check all that apply.)

- ○ Out of the merit budget, even though the merit budget is not inflated to cover these equity adjustments.
- ○ Out of the general increase/COLA budget, even though the general increase/COLA budget is not inflated to cover these equity adjustments.
- ○ Out of the other increase budget, even though the other increase budget is not inflated to cover these equity adjustments.
- ○ With savings (e.g., savings realized from vacant positions, hiring at a lower rate than the previous incumbent, downsizing).
- ○ Other, please describe ____

What is the impact of pay adjustments to remediate pay equity issues on your projected UK salary budget for NEXT year (2024)?

- We plan to budget an additional amount for these equity adjustments as part of our salary budget but separate from other pay increase budgets.
- We plan to budget an additional amount for these equity adjustments as part of our merit budget.
- We plan to budget an additional amount for these equity adjustments as part of our general increase/COLA budget.
- We plan to budget an additional amount for these equity adjustments as part of our other increase budget.
- We expect to make adjustments to remediate pay equity issues in 2024, but we did not budget for them.
- Our organization is not anticipating pay adjustments to remediate pay equity issues in 2024.

You said that your organization did not plan to budget in 2024 for pay adjustments to remediate pay equity issues ${lm://Field/3}. How will they be paid for/funded? (Check all that apply.)

- Out of the merit budget, even though the merit budget is not inflated to cover these equity adjustments.
- Out of the general increase/COLA budget, even though the general increase/COLA budget is not inflated to cover these equity adjustments.
- Out of the other increase budget, even though the other increase budget is not inflated to cover these equity adjustments.
- With savings (e.g., savings realized from vacant positions, hiring at a lower rate than the previous incumbent, downsizing).
- Other, please describe ____

COMPENSATION/SALARY STRUCTURES

If your organization uses a formal compensation structure (aka salary structure), please complete the table below. Note: Fill in “0” (zero) only if there is no increase planned where one typically is given.

Please enter a numeric value; do not include symbols or text.

	Actual 2023 Percent Increase	Projected 2024 Percent Increase
Nonexempt hourly nonunion		
Nonexempt salaried		
Exempt salaried		
Officers/executives		

Please indicate your organization's level of certainty of the *projected* UK 2024 percentage increase for compensation/salary structure(s) you reported in the previous question.

- ○ Not at all certain
- ○ Slightly certain
- ○ Moderately certain
- ○ Very certain
- ○ Extremely certain

If no 2023 compensation/salary structure increase was made in the UK, how many months has it been since the last structure increase? Please enter a numeric value; do not include symbols or text.

	Months since structure increase
Nonexempt hourly nonunion	
Nonexempt salaried	
Exempt salaried	
Officers/executives	

LUMP SUM AWARDS

Does your organization give lump-sum awards to these groups of employees in the UK?

	Yes	No
Nonexempt hourly nonunion	○	○
Nonexempt salaried	○	○
Exempt salaried	○	○
Officers/executives	○	○

What percentage of UK employees received a lump-sum award in 2022 (LAST year)?

Please enter a numeric value between 0 and 100; do not include symbols or text and do not leave boxes blank.

	% receiving lump-sum in 2022
Nonexempt hourly nonunion	
Nonexempt salaried	
Exempt salaried	
Officers/executives	

Does the percentage of UK employees you anticipate receiving a lump-sum award THIS year (2023) represent a larger, similar or smaller percentage of employees compared to LAST year (2022)?

	Percentage is anticipated to be larger than 2022	Percentage is anticipated to be similar to 2022	Percentage is anticipated to be smaller than 2022
Nonexempt hourly nonunion	○	○	
Nonexempt salaried	○	○	
Exempt salaried	○	○	
Officers/executives	○	○	

Display This Question if larger or smaller:
Why do you anticipate this change in the percentage of UK employees receiving lump-sum awards? (open-ended)

Variable Pay

For purposes of this survey, variable pay is defined as short-term cash awards that are contingent upon performance, discretion or results achieved. Variable pay types include:

- Profit-sharing
- Performance sharing (e.g., gain-sharing or goal-sharing)
- Individual incentives
- Bonuses

The following pay types should not be included:

- Sales commission plans
- Long-term incentives, such as stock plans or multiyear cash performance plans
- Noncash-based awards such as merchandise, trips, plaques or trophies
- Plans that require cash awards to be placed in accounts that are not readily accessible to employees (e.g., 401(k) accounts, pension plans, deferred compensation plans)
- Cash awards for recognition

Does your organization currently use variable pay as defined above in the UK?

○ Yes
○ No

Display This Question if Uses variable pay:

Which of the following variable pay plan types does your organization use **in the UK**? (Check all that apply.)

- Organization-wide awards based solely on the success of the entire organization (e.g., cash profit-sharing)
- Unit/strategic business unit awards based solely on the success of the unit/strategic business unit (e.g., department incentive programs, manufacturing goal sharing, call-center incentives)
- Individual incentive awards based on employees' performance in designated jobs (other than sales)
- Combination awards based on **both** organization-wide/unit/strategic business unit success and individual performance

Display This Question if Uses variable pay:

LAST year (the **2022** plan year), which **UK** employee categories were eligible for variable pay? (Check all that apply.)

- Nonexempt hourly nonunion
- Nonexempt salaried
- Exempt salaried
- Officers/executives

Display This Question if Uses variable pay:

LAST year (the **2022** plan year), what percent of **UK** employees were eligible for variable pay and what percentage of eligible employees were actually paid variable pay?

Please enter a numeric value between 0 and 100; do not include symbols or text and do not leave boxes blank.

	Percentage of employees eligible for variable pay for **2022**	Percentage of eligible employees actually paid variable pay for **2022**
Nonexempt hourly nonunion		
Nonexempt salaried		
Exempt salaried		
Officers/executives		

Display This Question if Uses variable pay:

For which **UK** employee categories does your organization have a formal budget process for variable pay? (Check all that apply.)

- Nonexempt hourly nonunion
- Nonexempt salaried
- Exempt salaried
- Officers/executives

Display This Question if Uses variable pay:

Please indicate the average percentage of base pay BUDGETED for variable pay in each employee category **in the UK**

Fill in "0" (zero) ***only*** *if your organization typically budgets for variable pay for that employee group, but has not budgeted or will not budget for the program in the respective plan year.*

Please report as an actual percentage of base pay; we are not looking for "target" percent. For example, if your organization budgeted 8% of base pay for variable pay for your nonexempt employees, you would have budgeted $3,200 in variable pay for an employee making $40,000 per year. The average range for Nonexempt hourly nonunion and Nonexempt salaried is around 3% - 10%.   Please enter a numeric value; do not include symbols or text.

	Average % BUDGETED for variable pay LAST year (**2022** plan year)	Average % BUDGETED for variable pay THIS year (**2023** plan year)	Projected average % to be BUDGETED for variable pay NEXT year (**2024** plan year)
Nonexempt hourly nonunion	○	○	
Nonexempt salaried	○	○	
Exempt salaried	○	○	
Officers/executives	○	○	

Display This Question if Uses variable pay:

Please indicate the average percentage of base pay your variable pay plans ACTUALLY PAID in each employee category **in the UK**

Fill in "0" (zero) ***only*** *if your organization typically budgets for variable pay for that employee group but has not budgeted or will not budget for the program in the respective plan year.*

Please report as an actual percentage of base pay; we are not looking for "target" percent. For example, if your organization paid out 8% of base pay for variable pay for your nonexempt employees, an employee making $40,000 per year was paid $3,200 in variable pay.

The average range for Nonexempt hourly nonunion and Nonexempt salaried is around 3% - 10%.   Please enter a numeric value; do not include symbols or text.

	Average % PAID in variable pay LAST year (**2022** plan year)	Projected % PAID to be paid in variable pay THIS year (**2023** plan year)
Nonexempt hourly nonunion	○	○
Nonexempt salaried	○	○
Exempt salaried	○	○
Officers/executives	○	○

Display This Question if Uses variable pay:

What impact does your variable pay program have on **base salary** budget recommendations **in the UK**?

	No impact	Some impact	Significant impact
Nonexempt hourly nonunion	○	○	
Nonexempt salaried	○	○	
Exempt salaried	○	○	
Officers/executives	○	○	

PROMOTIONAL INCREASES

What is the impact of promotional increases on your organization's **UK** salary budget?

- ○ We budget an additional amount for promotional increases as part of our budget but separate from other pay increase budgets.
- ○ We budget an additional amount for promotional increases as part of our merit budget.
- ○ We budget an additional amount for promotional increases as part of our general increase/COLA budget.
- ○ We budget an additional amount for promotional increases as part of our other increase budget.
- ○ We do not budget for promotional increases.

Display This Question if promo increases not budgeted:

How If your organization does not budget for promotional increases **in the UK**, how are they paid for/funded? (Check all that apply.)

- ○ Out of the merit budget, even though the merit budget is not inflated to cover promotional increases.
- ○ Out of the general increase/COLA budget, even though the general increase/COLA budget is not inflated to cover promotional increases.
- ○ Out of the other increase budget, even though the other increase budget is not inflated to cover promotional increases.
- ○ With savings (e.g., savings realized from vacant positions, hiring at a lower rate than the previous incumbent, downsizing).
- ○ Other, please describe ____

How much does your organization plan to spend on promotional increases as a percentage of total base salaries THIS year (in **2023**) **in the UK**?

Please enter a numeric value and limit your answer to one decimal; do not include symbols or text. (For instance, 3 or 3.4 are both valid responses.)

____

How do your organization's planned **UK** promotional increases for THIS year (**2023**) (the answer to previous question) compare with what was spent LAST year (in **2022**) and what is projected to be spent NEXT year (in **2024**)?

	More than	Similar to	Less than
Planned spending on promotional increases in **2023** is … 2022	○	○	○
Estimated spending on promotional increases in **2024** will be … 2023	○	○	○

LAST year (in **2022**), what percentage of the total **UK** employee population **received a promotional increase?**

Please enter a numeric value; do not include symbols or text. If no employees received a promotional increase, enter 0.

____

LAST year (in **2022**), what was the **average promotional increase** as a percentage of the promoted employee's base salary prior to promotion **in the UK**? Please enter a numeric value; do not include symbols or text.

____

As a survey participant, you will receive a digital copy of the 2023-2024 Executive Report & Analysis and 18 months of access to the 2023-2024 data in the Online Reporting Tool that will allow you to customize your survey results.

Please provide the name and contact information of the person completing this survey. You must be a WorldatWork member to participate in the *WorldatWork 2023-2024 Salary Budget Survey*. (If you are completing this survey on behalf of a member, please note that the survey results will be sent directly to the member's email address on file.)

Name: ____

Company: ____

Email: ____

By submitting this survey form, I understand that if mandatory (*) sections of the survey are not completed correctly, I will not be eligible as a participant to receive a complimentary copy of the survey report.

- ○ I understand and agree to the statement above.

Countries Outside of U.S./Canada/India/United Kingdom

[Australia, Belgium, Brazil, China, France, Germany, Italy, Japan, Mexico, Netherlands, Russia, Singapore, Spain, Sweden, Switzerland]

The deadline to submit this survey is June 2, 2023.

This document is provided as a tool to assist you with participation. However, the online questionnaire must be completed and submitted for you to receive the complimentary survey results. Please note that only the questions that apply to This Country are listed on this document.

Please note that, depending on your responses in this online questionnaire, you may not be asked to complete all items that appear in the PDFs.

For items asking you to enter a percent, please enter a numeric value with no more than one decimal place. Round if necessary and do not enter any symbols. For instance, 3, 3.0 and 3.5 would all be valid responses, but 3.25 and 3% are both invalid.

We **strongly suggest** that you complete this survey on a computer, not a mobile device.

You will be able to print your survey responses once you have submitted.

If you need assistance completing the questionnaire, please contact the Research Team at surveypanel@worldatwork.org.

Please click the NEXT button to begin the survey for all countries.

Of the countries below that your organization operates in, which would you like to report salary budget data for in this questionnaire? (Check all that apply.)

- United States (U.S.)
- Australia
- Belgium
- Brazil
- This Country
- China
- France
- Germany
- India
- Italy
- Japan
- Mexico
- Netherlands
- Russia
- Singapore
- Spain
- Sweden
- Switzerland
- United Kingdom

QUESTIONNAIRE

We need your organization's name in order to resolve multiple submissions that we might receive from the same organization and to include your organization in the participant list. Please provide your company name and indicate whether we may include it in the participant list.

- My organization's name is: ____________________
- My organization does not permit us to be included in the participant list, but for data-cleaning purposes, its name is: ____________________

The sector that best describes my organization is:

- For-profit, privately held
- For-profit, publicly traded (stock ticker)
- Not-for-profit or non-profit
- Public sector (national, regional, state, provincial, municipal or tribal government)
- Other (please describe) ____________________

Please choose one category that best describes the industry in which your current organization operates. For assistance, see U.S. Census NAICS Code Lookup

- Agriculture *(includes forestry, fishing and hunting)*
- Arts, entertainment & recreation
- Childcare
- Construction *(includes commercial, residential & civil engineering)*
- Education *(K-12 and post-secondary, public & private & ed services)*
- Extraction *(includes mining, quarrying, oil & gas)*
- Finance & insurance - Monetary authorities - Central banks
- Finance & insurance - Credit intermediation and related
- Finance & insurance - Fund, trusts and other financial vehicles
- Finance & insurance - Insurance carriers and related
- Finance & insurance - Securities, commodity contracts and other financial investments
- Government *(federal, state, local & tribal EXCEPT public schools and universities)*
- Health care - Hospitals
- Health care - All other
- Holding companies
- Hotels, restaurants & bars
- Information - Web, software, data processing & hosting
- Information - Publishing (not internet)
- Information - Motion picture, sound recording & broadcasting
- Information - Telecommunications
- Maintenance, repair, laundry & personal services
- Management of companies and enterprises
- Manufacturing - chemicals
- Manufacturing - computer & electronic products
- Manufacturing - electrical equipment, appliance & components
- Manufacturing - food, beverages & tobacco products
- Manufacturing - machinery
- Manufacturing - paper, printing & related support
- Manufacturing - pharmaceutical & biotech products
- Manufacturing - plastics & rubber products
- Manufacturing - textiles, apparel, leather & allied products
- Manufacturing - transportation equipment

- Manufacturing - wood, petroleum, furniture, non-metallic minerals and related
- Manufacturing - miscellaneous
- Mining, quarrying, oil & gas extraction
- Non-profit associations *(includes professional, civic & grantmaking)*
- Pharma and biotech R&D
- Professional services *(includes legal, accounting, tax, ad & consulting)*
- R&D *(science and engineering EXCEPT pharma)*
- Rental & real estate *(includes sales, mgmt & leasing of property and rental of equipment, cars, etc.)*
- Retail
- Senior care *(including services & residences)*
- Support services *(including administrative, travel, temp workers, security, janitorial)*
- Transportation - Air transport
- Transportation - All other
- Utilities and energy production
- Warehousing
- Waste management
- Wholesale
- Other

You selected "other" in the industry list. Please describe your organization's industry.

____

How many full-time equivalent (FTE) employees does your company employ worldwide? (Please report your worldwide headcount, even though the budget data you are reporting may only apply to a specific country or business unit.)

____

What was the total revenue (money generated by your company from sales of goods or services on a worldwide basis) for your organization at the end of 2022? (Please report in U.S. dollars.)

- Up to $10 million
- At least $10 million but less than $30 million
- At least $30 million but less than $100 million
- At least $100 million but less than $300 million
- At least $300 million but less than $600 million
- At least $600 million but less than $1 billion
- At least $1 billion but less than $3 billion
- At least $3 billion but less than $5 billion
- At least $5 billion but less than $8 billion
- At least $8 billion but less than $10 billion
- $10 billion or more

If you are reporting data for multiple countries, does the industry of operation vary by country?

- Yes
- No
- I am not reporting for multiple countries

How many employees **in this Country** in each category are you reporting data for in this questionnaire?

If your organization does not have an employee category or you are not reporting data for a given category, please enter zero for number of employees.

Non-management hourly nonunion	
Non-management salaried	
Management salaried	
Officers/executives	
Total	

Please complete the table below for operations in **this Country**. Please enter a whole number; do not include symbols or text

	How many months between base pay increases THIS year (in **2023**)?	How many months are projected between base pay increases NEXT year (in **2024**)?
Non-management hourly nonunion		
Non-management salaried		
Management salaried		
Officers/executives		

In the past 12 months, has your organization implemented an additional or off-cycle base pay increase **in this Country?**

	Yes	No, and we didn't consider it	No, but we considered it before deciding not to
Non-management hourly nonunion	○	○	○
Non-management salaried	○	○	○
Management salaried	○	○	○
Officers/executives	○	○	○

What is your organization's actual budget for base pay increases **in This Country** THIS year (**2023**)?

Please report as a percentage of base pay.

Note: Fill in "0" (zero) only if there is no increase budgeted where one typically is budgeted. If a particular type of increase program is not used/applicable in your organization, please leave the field blank.

Please enter a numeric value; do not include symbols or text.

2023	General increase/COLA	Merit increase	Other increase
Non-management hourly nonunion			
Non-management salaried			
Management salaried			
Officers/executives			

You included an "Other increase" in your base pay compensation budget for **this Country** THIS year (**2023**). What is the nature of this increase? (Check all that apply.)

- ○ Accelerated increase cycle to move employee closer to midpoint (salary progression)
- ○ Adjustment related to state or local minimum wage increase
- ○ Compression
- ○ Internal equity
- ○ Market adjustment/competitive adjustment
- ○ Retention/critical skill adjustment
- ○ Salary range adjustment
- ○ Skill-based pay increase
- ○ Step rate
- ○ Other increase, please describe____

What is your organization's projected **2024** budget for base pay increases **in This Country**?
Please report as a percentage of base pay.
Note: Fill in "0" (zero) ***only*** *if there is no increase budgeted where one is typically budgeted. If a particular type of increase program is not used/applicable in your organization, please leave the field blank.* Please enter a numeric value; do not include symbols or text.

2024	General increase/COLA	Merit increase	Other increase
Non-management hourly nonunion			
Non-management salaried			
Management salaried			
Officers/executives			

You included an "Other increase" in your base pay compensation budget for **this Country** NEXT year (**2024**). What is the nature of this increase? (Check all that apply.)

- Accelerated increase cycle to move employee closer to midpoint (salary progression)
- Adjustment related to state or local minimum wage increase
- Compression
- Internal equity
- Market adjustment/competitive adjustment
- Retention/critical skill adjustment
- Salary range adjustment
- Skill-based pay increase
- Step rate
- Other increase, please describe____

Please indicate your organization's level of certainty of the projected **2024** budget for base pay increases you reported **in this Country**

- Not at all certain
- Slightly certain
- Moderately certain
- Very certain
- Extremely certain

LAYOFFS/RIFS

Has your organization conducted or planned layoffs or RIFs to occur in **2023**?

- Yes, we've already conducted layoffs/RIFs.
- Yes, we have layoffs/RIFs planned prior to the end of the year.
- We don't have layoffs/RIFs planned, but they could occur before the end of the year.
- No we won't have layoffs/RIFs in 2023.

Does your organization anticipate layoffs/RIFs during **2024**?

- We will have layoffs/RIFs in 2024.
- We've planned layoffs/RIFs in 2024 but will cancel them if conditions improve.
- We're putting together contingency plans for layoffs/RIFs planned, but probably won't use them.
- We do not anticipate layoffs in 2024.

Display This Question if conducted/planned 2023 RIF:

How did layoffs/RIFs occurring or planned in **2023** impact your **2023** salary increase budget?

- Layoffs/RIFs had no impact on the size of our salary increase budget.
- Layoffs/RIFs raised our salary increase budget.
- Layoffs/RIFs lowered our salary increase budget.

Display This Question if expected/planned 2024 RIF:

How will layoffs/RIFs you anticipate in **2024** impact your **2024** salary increase budget?

- Layoffs/RIFs will have no impact on the size of our salary increase budget.
- Layoffs/RIFs will raise our salary increase budget.
- Layoffs/RIFs will lower our salary increase budget.

As a survey participant, you will receive a digital copy of the 2023-2024 Executive Report & Analysis and 18 months of access to the 2023-2024 data in the Online Reporting Tool that will allow you to customize your survey results.

Please provide the name and contact information of the person completing this survey. You must be a WorldatWork member to participate in the *WorldatWork 2023-2024 Salary Budget Survey*. (If you are completing this survey on behalf of a member, please note that the survey results will be sent directly to the member's email address on file.)

Name: ____

Company: ____

Email: ____

By submitting this survey form, I understand that if mandatory (*) sections of the survey are not completed correctly, I will not be eligible as a participant to receive a complimentary copy of the survey report.

○ I understand and agree to the statement above.

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